

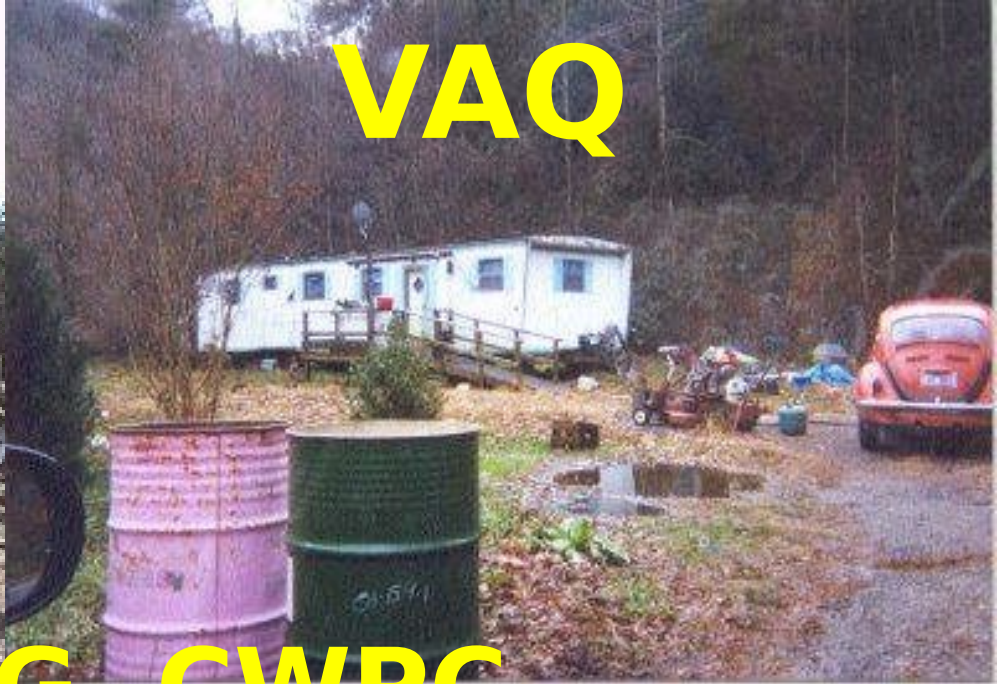


**JSPS/PPBE
IP-3000**

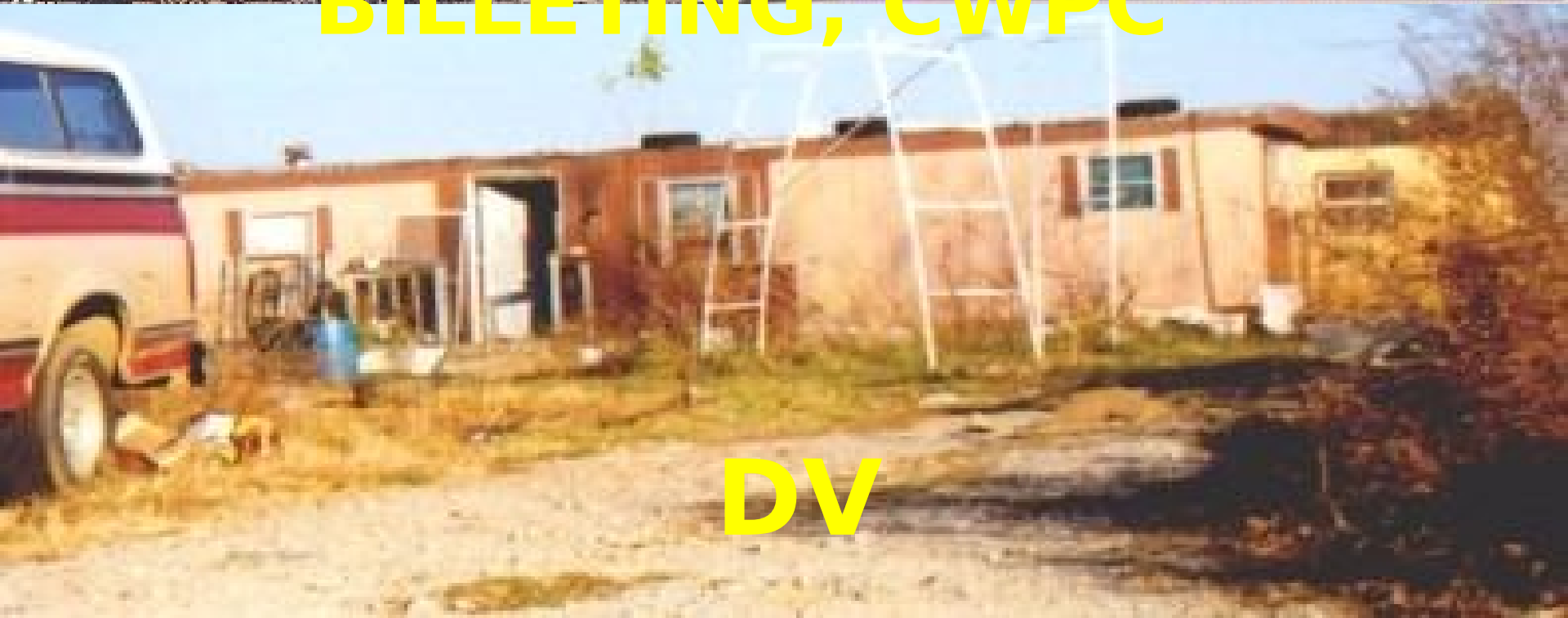
VOQ



VAQ



BILLETING, CWPC



DV



Redneck Swimming Pool



Red Neck HORSESHOES





Lesson Objective:

For each student to be able to describe the elements and functions of the JSPS and PPBE, and how they support the national security objectives and strategy.

SOBs

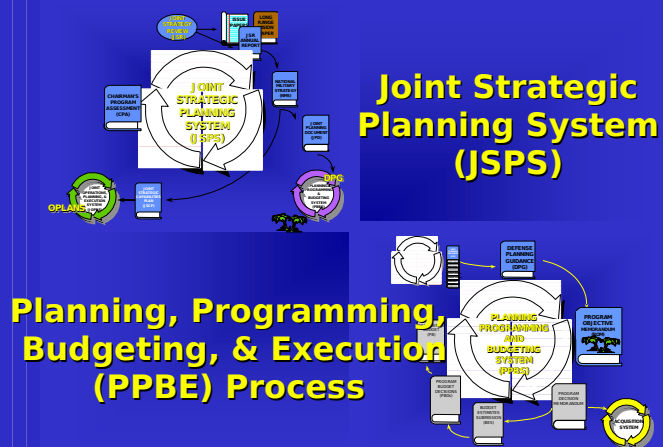
- **How JSPS and PPBE support national objectives and strategy**
- **State the definition of the Joint Strategic Planning System (JSPS)**
- **Describe the five products of JSPS**
- **State the definition of the Planning, Programming, Budgeting & Execution (PPBE) process**
- **State the objective of the three phases of PPBE**

MILITARY PLANNING

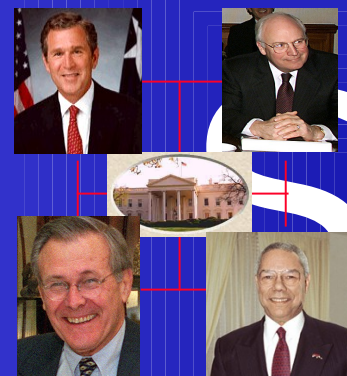
FORCE PLANNING

JOINT OPERATION PLANNING

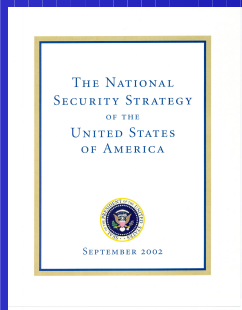
IP-4100 Deliberate Planning



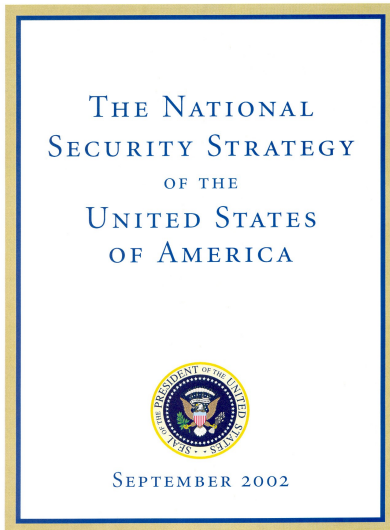
National Security
Council System
NSCS



SYSTEMS



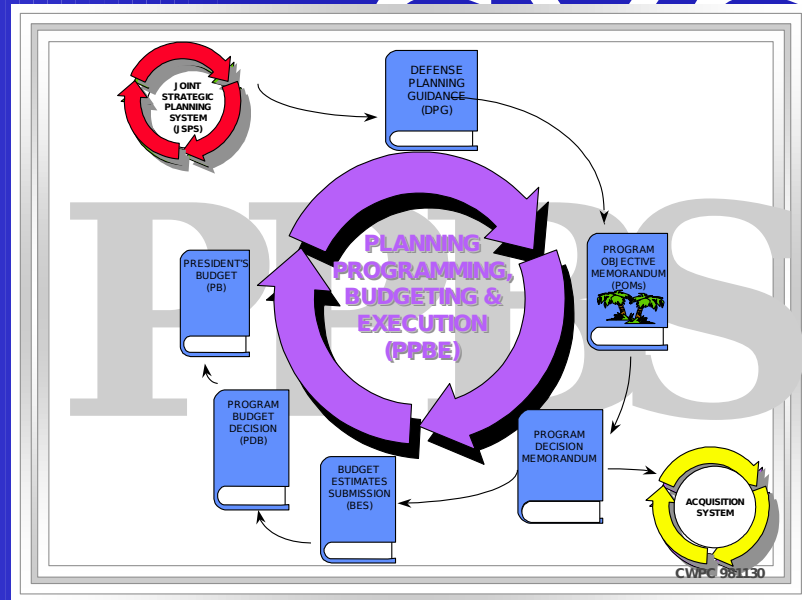
National Security Strategy



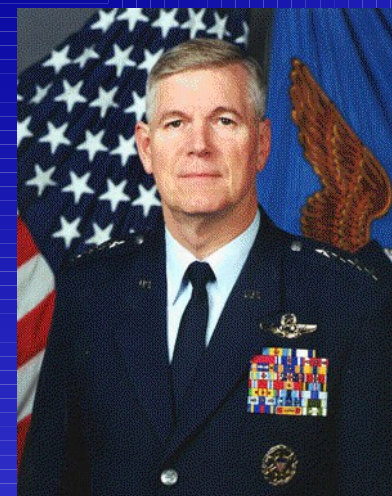
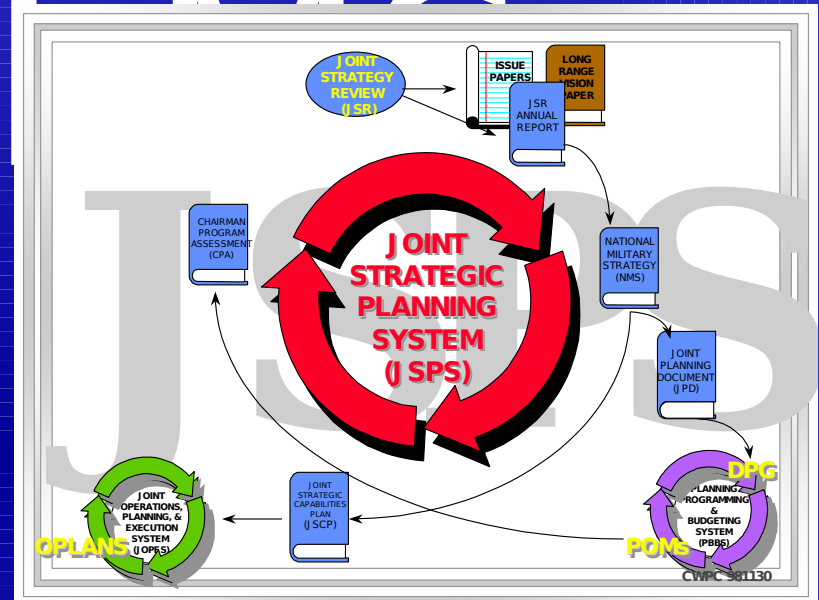
To achieve these goals, the United States will

- Strengthen alliances to defeat global terrorism and prevent attacks against us and our friends**
- Work with others to defuse regional conflicts**
- Prevent our enemies from threatening us, our allies, and our friends with WMD**

Planning, Programming, Budgeting, and Execution process PPBE



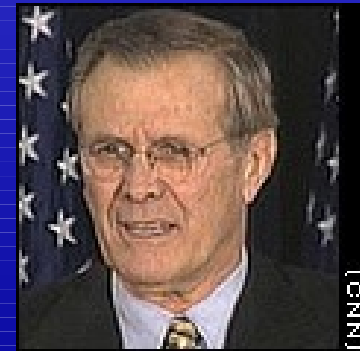
Joint Strategic Planning System JSPS



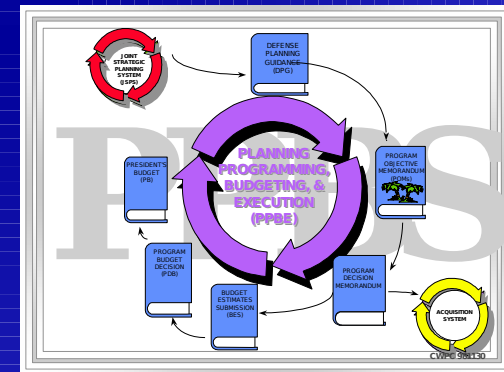
Together, these players, systems, and processes ...



**Chairman, Joint Chiefs of Staff
General Myers**



**Secretary of Defense
Mr. Donald Rumsfeld**



..provide the combatant commanders with the best mix of forces, equipment, and support attainable within resource constraints.

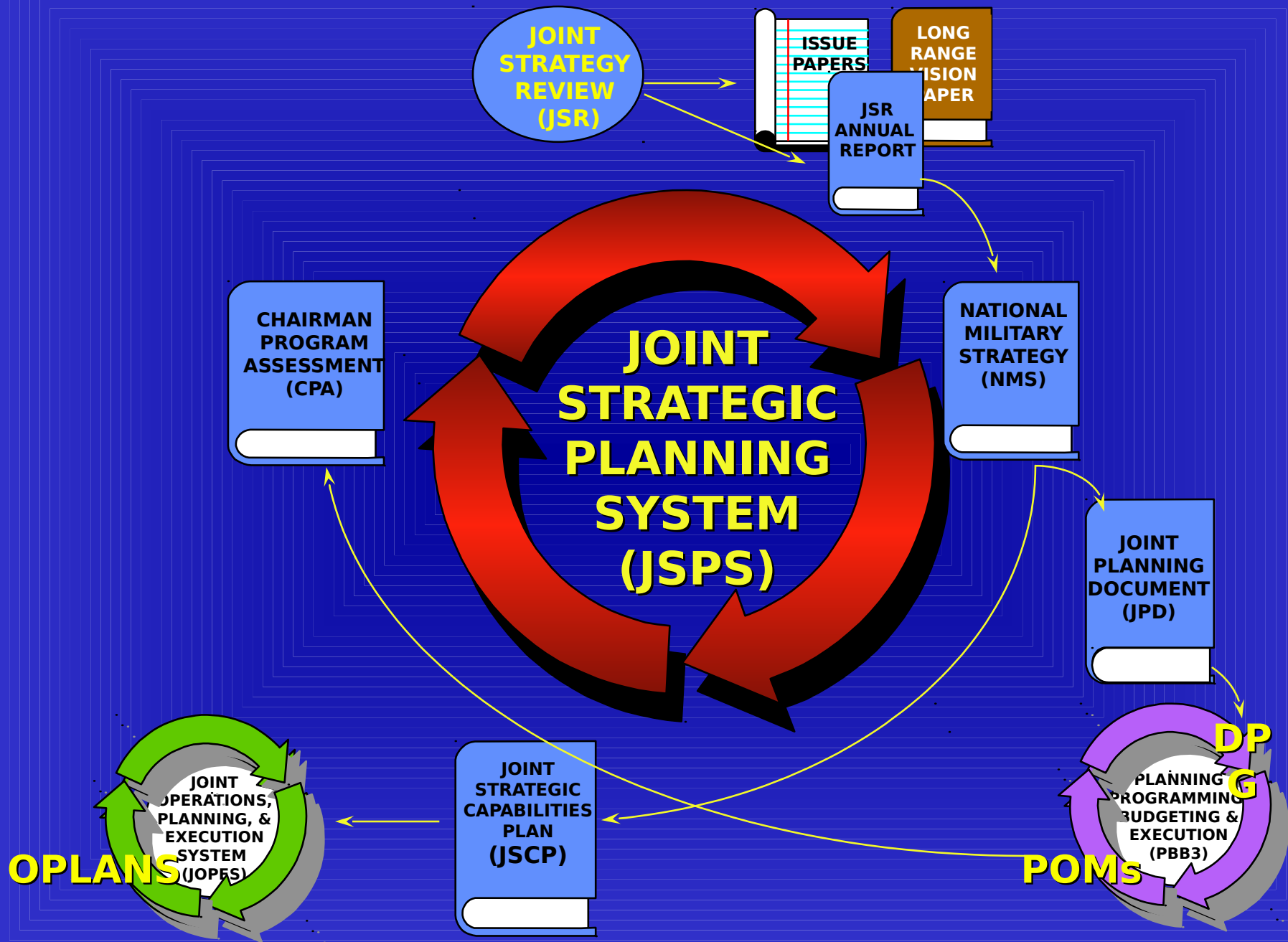
Capabilities

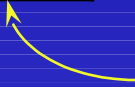
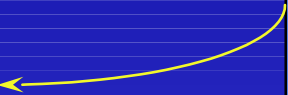
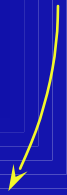
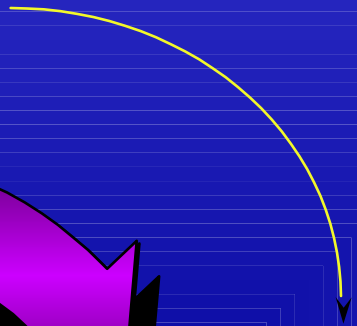
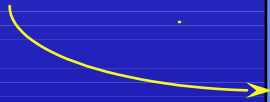
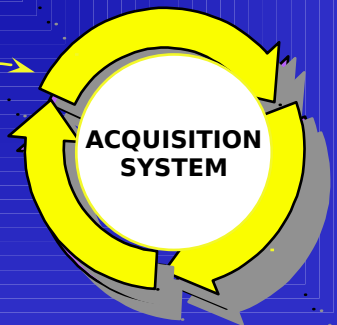
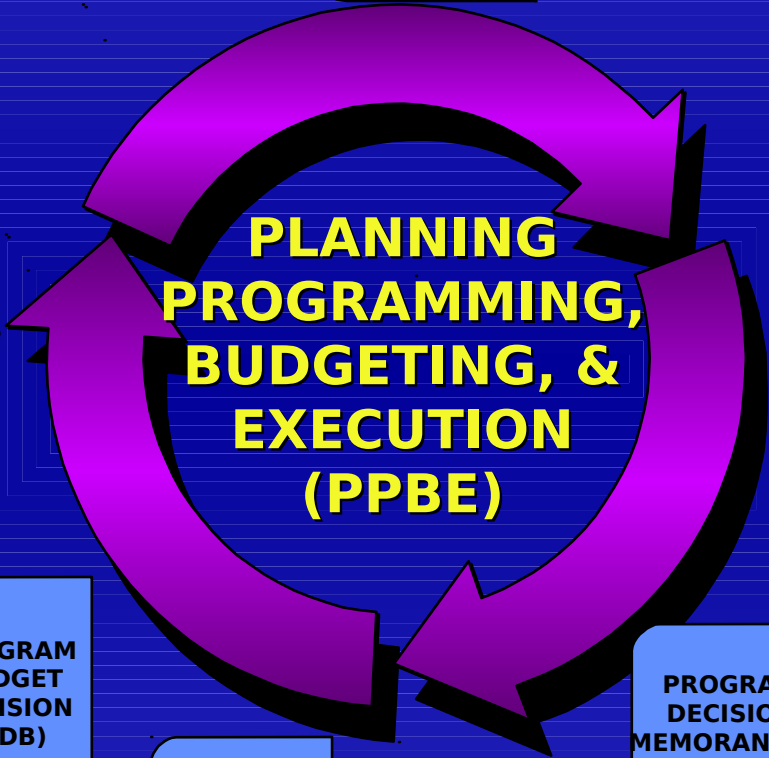
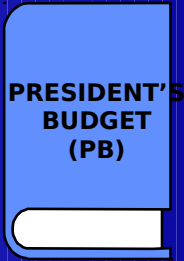
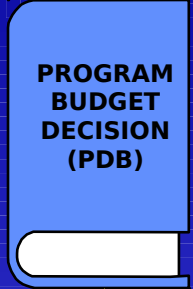
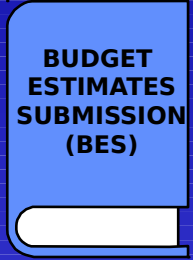
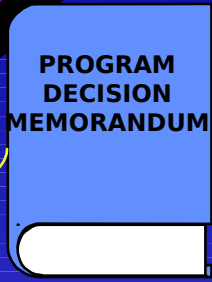
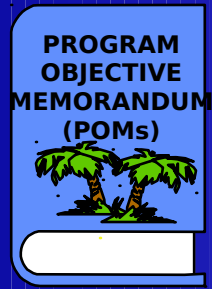
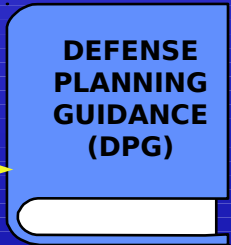
BUDGET

Where to start...

Threats

OUR MVP







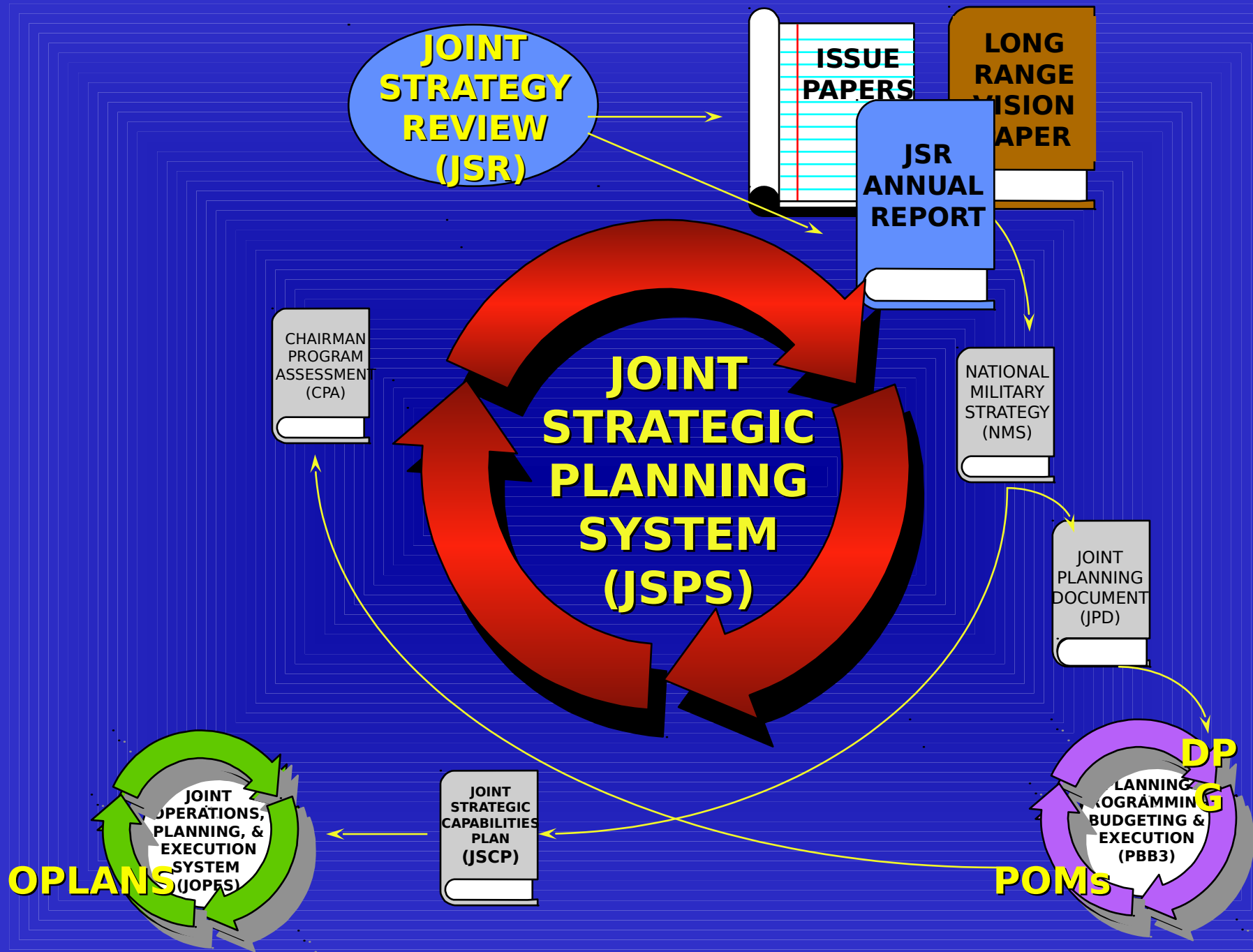
JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

- JSPS is the formal means for the CJCS to carry out his statutory responsibilities, to give strategic plans and direction to the Armed Forces of the United States, and to provide advice and assistance to the SecDef.

PURPOSE:

- Interacts with other DOD systems.
- Provides means for CJCS to:
 - review National security environment
 - evaluate the threat
 - assess current strategy
 - propose military strategy, programs, and forces to achieve national security objectives
 - direct development of strategic plans
 - review existing or proposed programs and budgets
 - evaluate capabilities and assess the program and budget -- propose

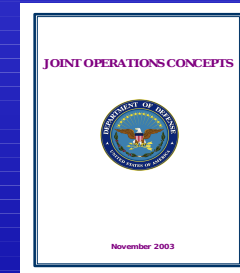
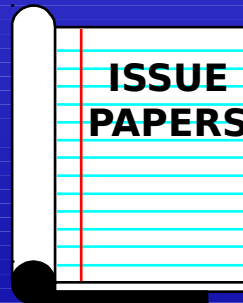


JOINT STRATEG Y REVIEW (JSR)

Purpose:

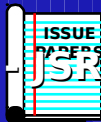
- Continuous process within the JSPS to assess near-term and long-term strategic environment to determine if revisions are needed in the NMS, the Joint Strategic Capabilities Plan (JSO) or the Joint Planning Document (JPD).

The JSR may produce three products:



Definition: - The JSR is a continuous process within the JSPS to assess near-term and long-term strategic environment to determine if revisions are needed in the NMS, the Joint Strategic Capabilities Plan (JSCP) or the Joint Planning Document (JPD).

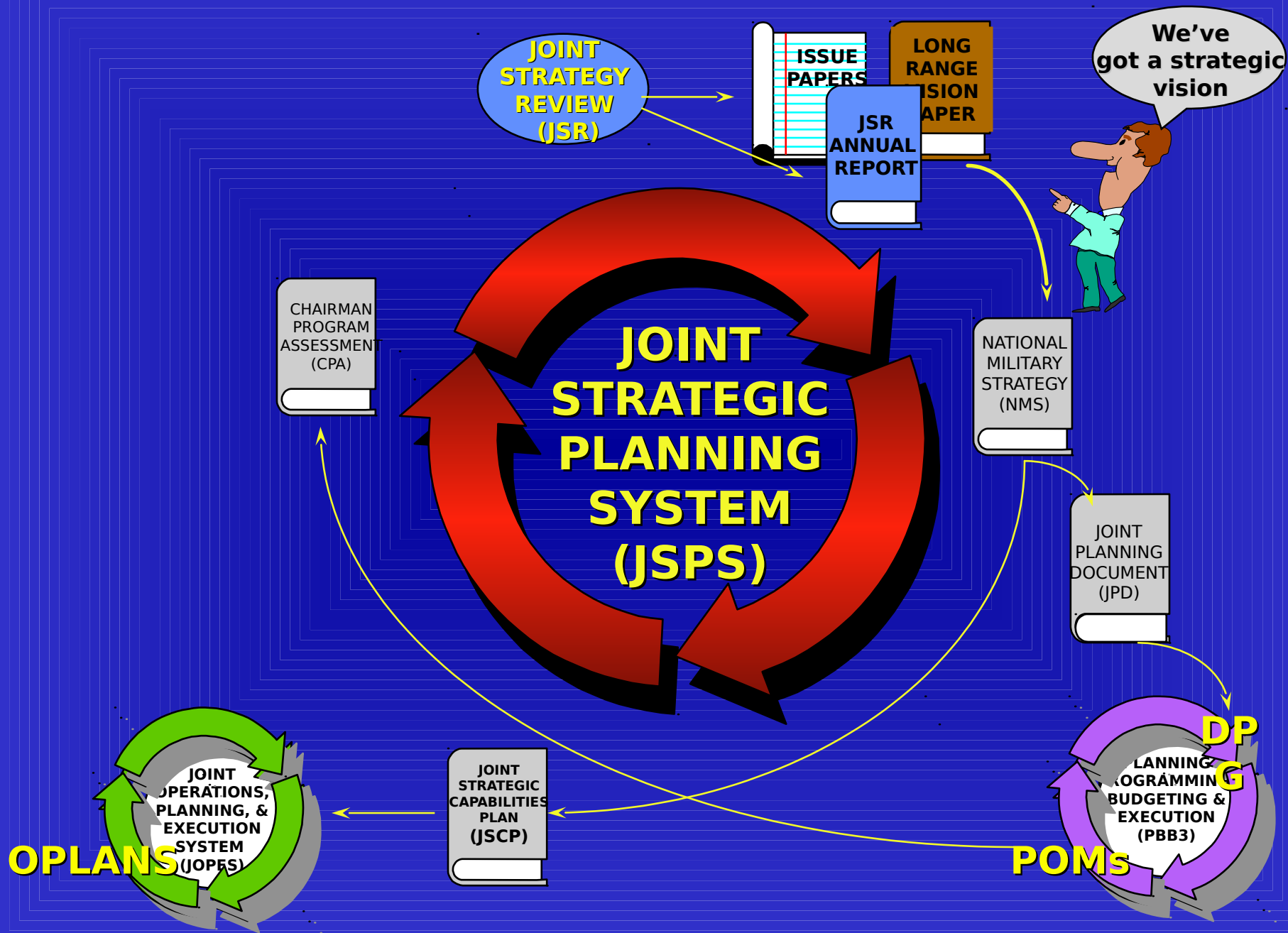
The JSR may produce three products:

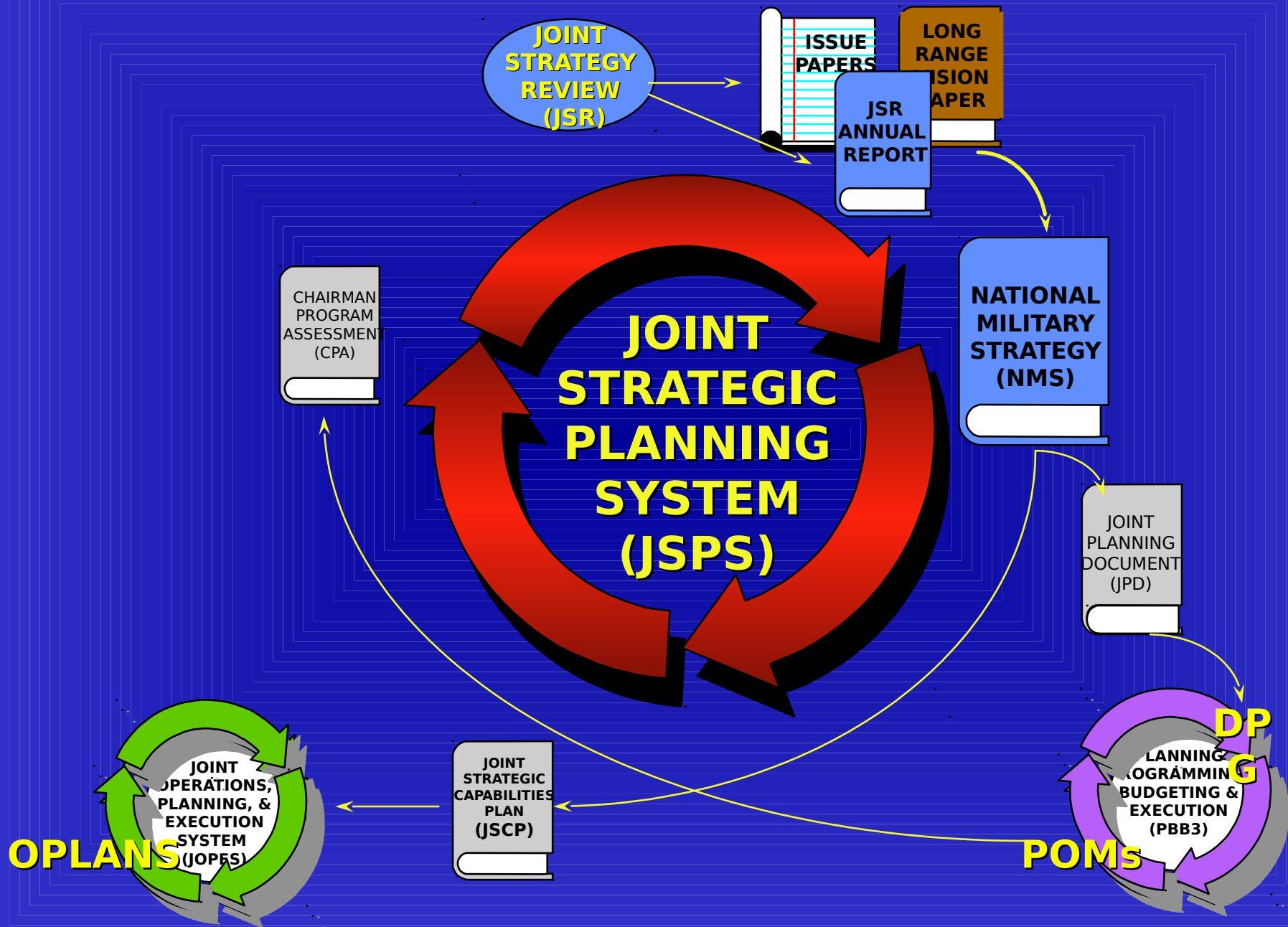


ISSUE PAPERS: Published when appropriate when changes in strategic environment warrant senior leadership review.

JSR ANNUAL REPORT: Published each July; summarizes issues studied over past year and recommends changes to the NMS

- JOINT OPERATIONS CONCEPT (JOpsC): Describes how the Joint Force intends to operate within the next 15 to 20 years. Provides the operational context for the transformation of the Armed Forces of the United States.





NATIONAL MILITARY STRATEGY (NMS)

“Protect - Prevent - Prevail”

Definition:

- Derived from the security policy stated in the President's National Security Strategy, and influenced by the JSR, the **CJCS develop national military strategy to define military objectives**

Scope:

- Meets CJCS's statutory responsibility to assist the SecDef in providing for the direction of the Armed Forces and to prepare strategic plans.
- Consists of:
 - (New) Includes the (now defunct) JV 2020 document information
 - Description of strategic landscape (from JSR)
 - Discussion of national military objectives.
 - Ways to achieve national military objectives.
 - Military capabilities (force posture and size) needed to achieve the strategy

National Military Objectives

National Military Strategy

of the United States of America



2004

Defend...us

homeland

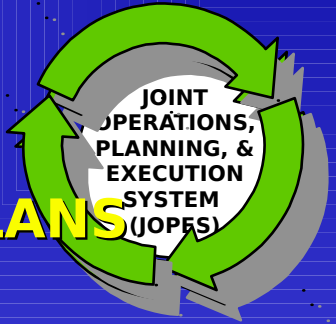
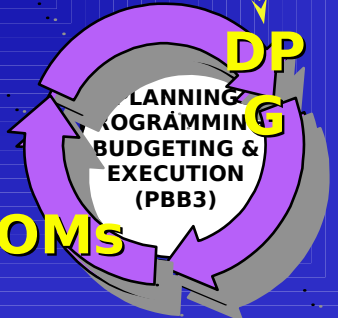
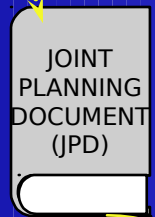
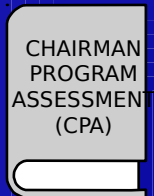
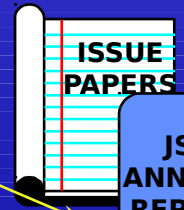
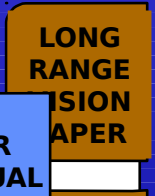
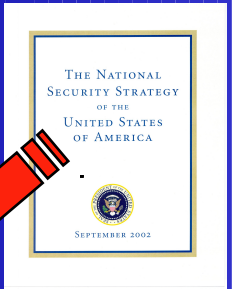
Promote... security and deter
aggression

Win... the Nation's
wars

Ensure... military superiority

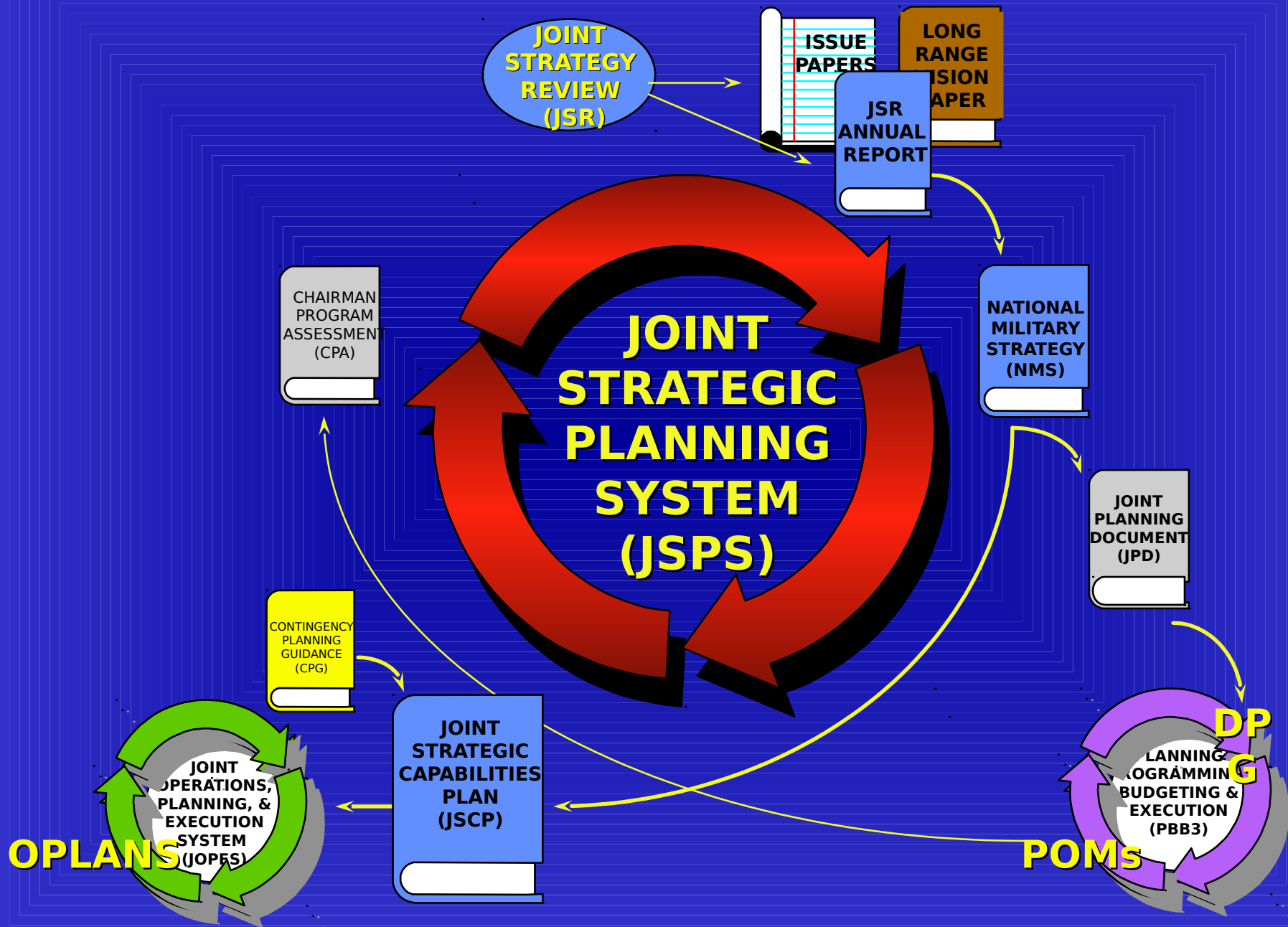
Derived from national security objectives for:
“Peaceful Relations with other States”

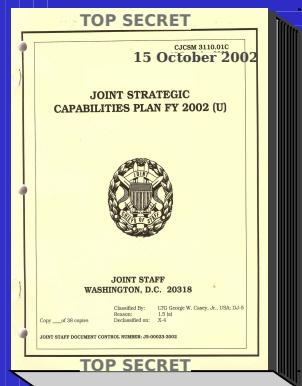
We now have sound military strategy which supports national security objectives



OPLANS

POMs



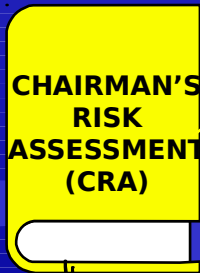
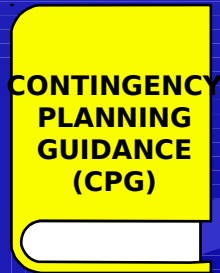


JOINT STRATEGIC CAPABILITIES PLAN (JSCP) (CJCSI 3110.01C)

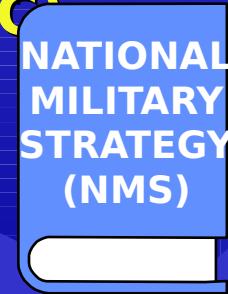
Definition:

- Provides guidance to the Combatant Commanders and Service assigns planning tasks, and apportions forces to accomplish missions based on current military capabilities.
- Principal vehicle by which the Combatant Commanders are tasked to develop OPLANs, CONPLANs, and Functional Plans for regional contingencies.
- Supports and implements the NMS.

JOINT STRATEGIC CAPABILITIES PLAN (JSCP) (CJCSI 3110.010)

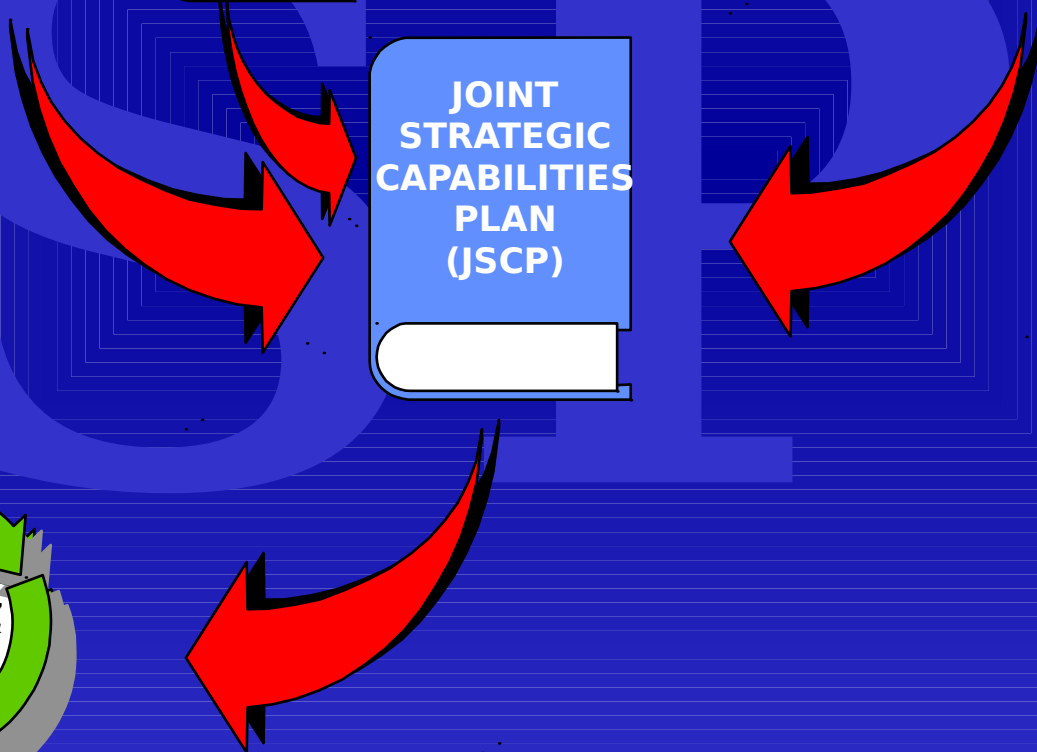
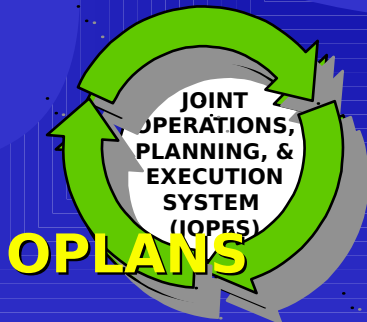


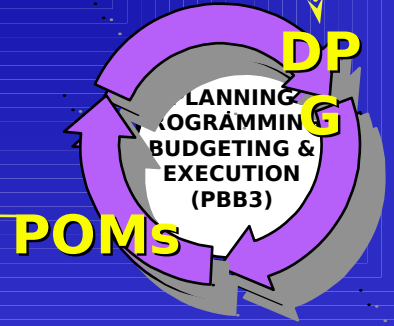
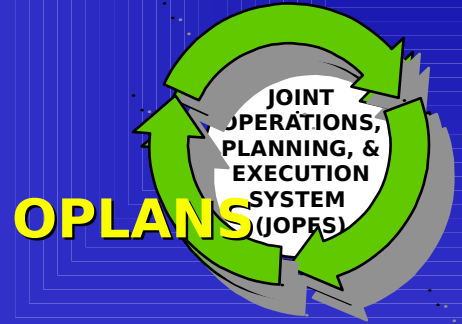
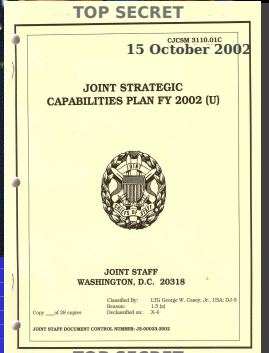
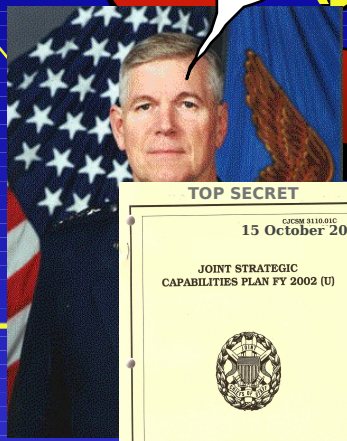
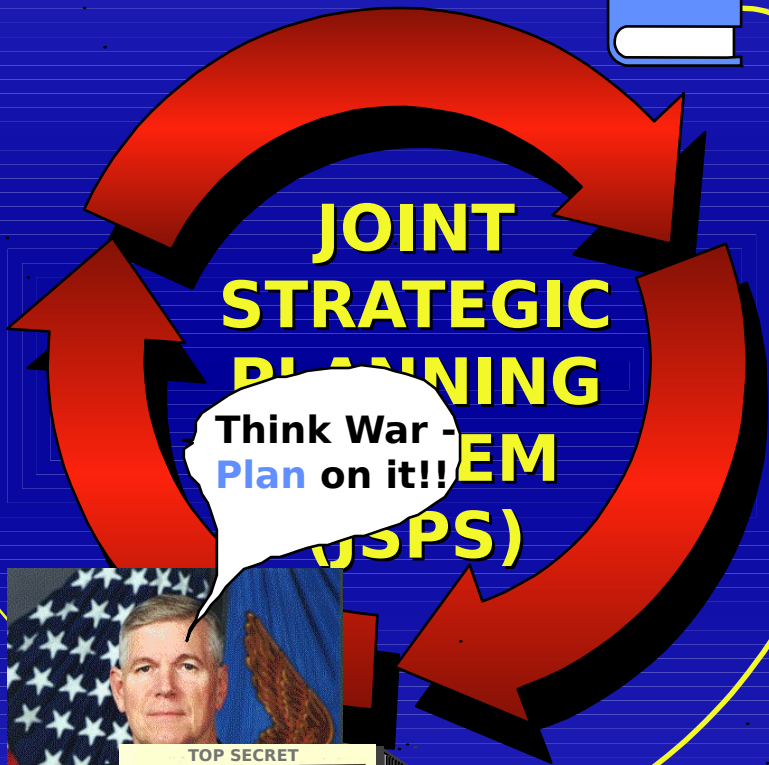
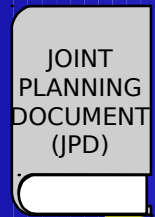
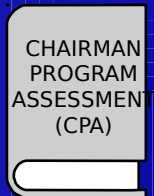
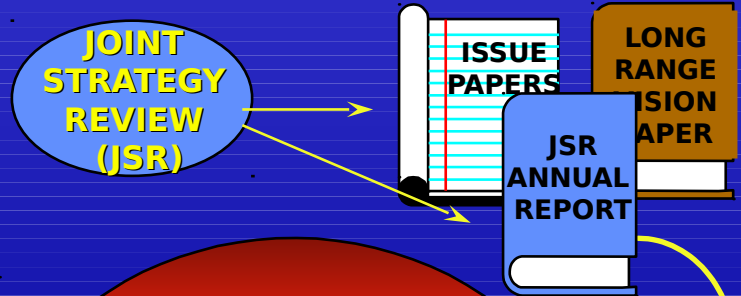
Chairman's
assessment
of capabilities versus
threats

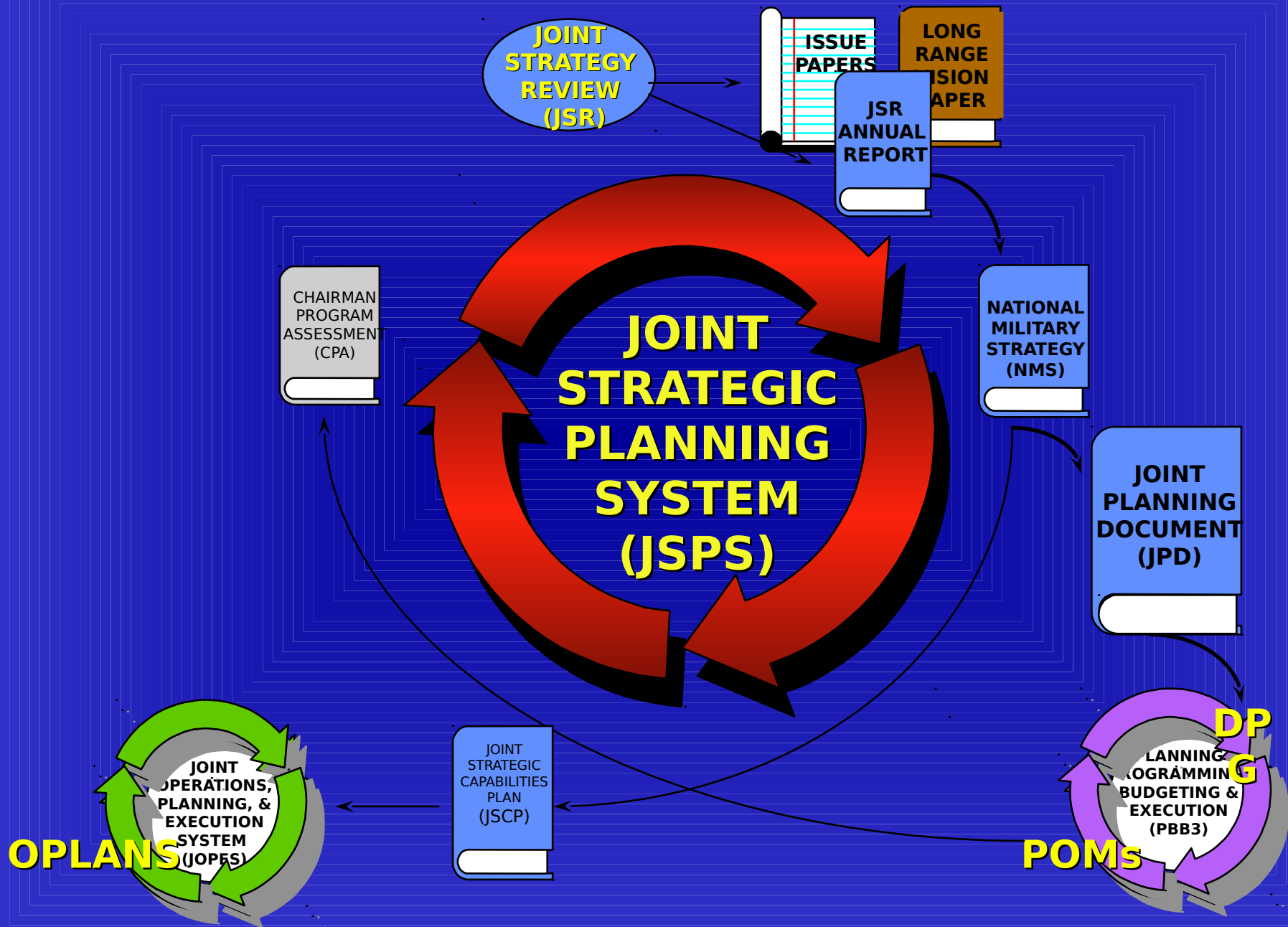


SECDEF's annual
report to CJCS
providing
guidance for
contingency
planning.

JOINT
STRATEGIC
CAPABILITIES
PLAN
(JSCP)







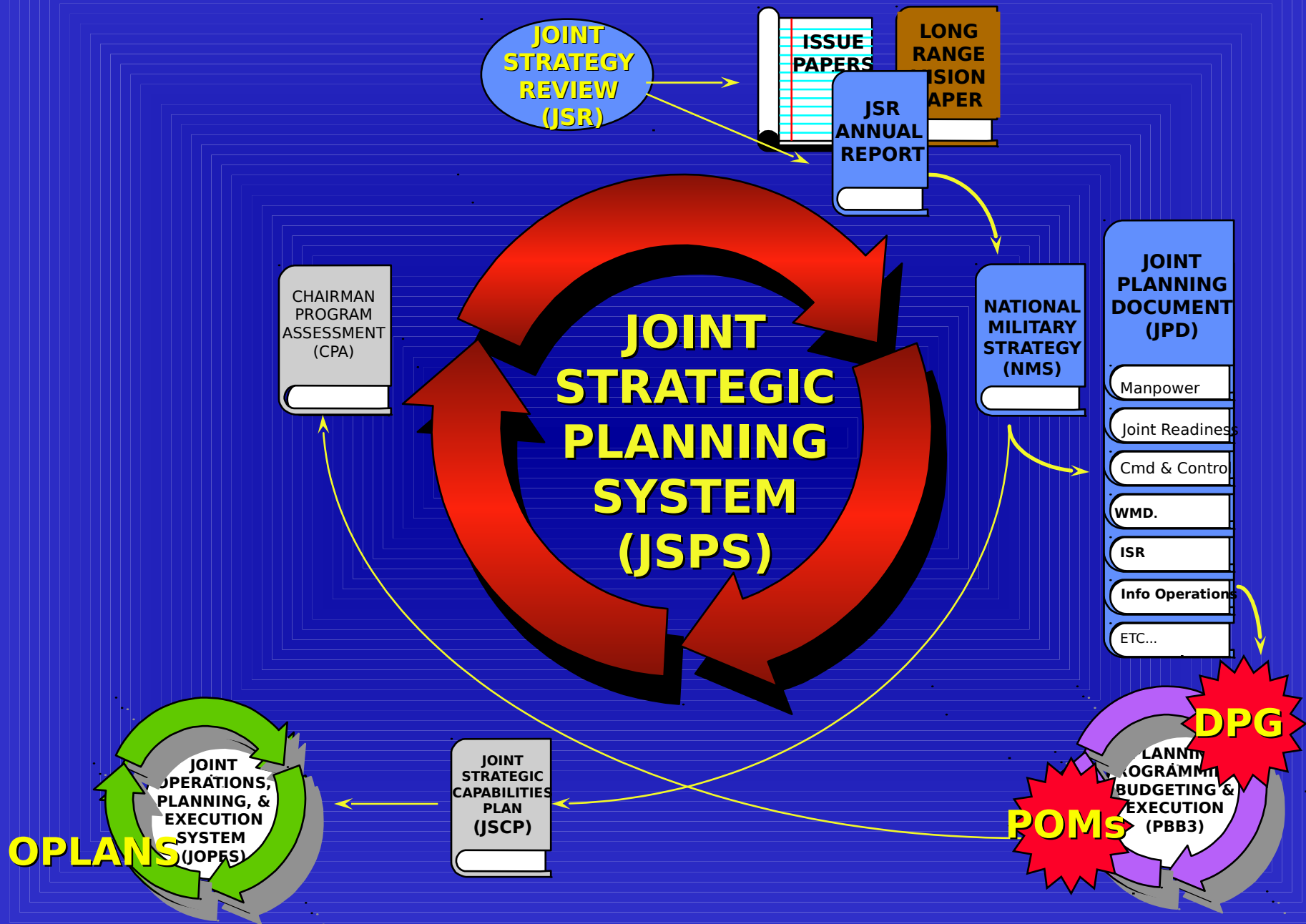


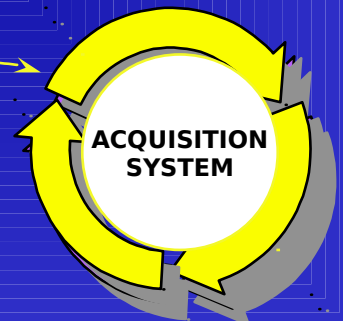
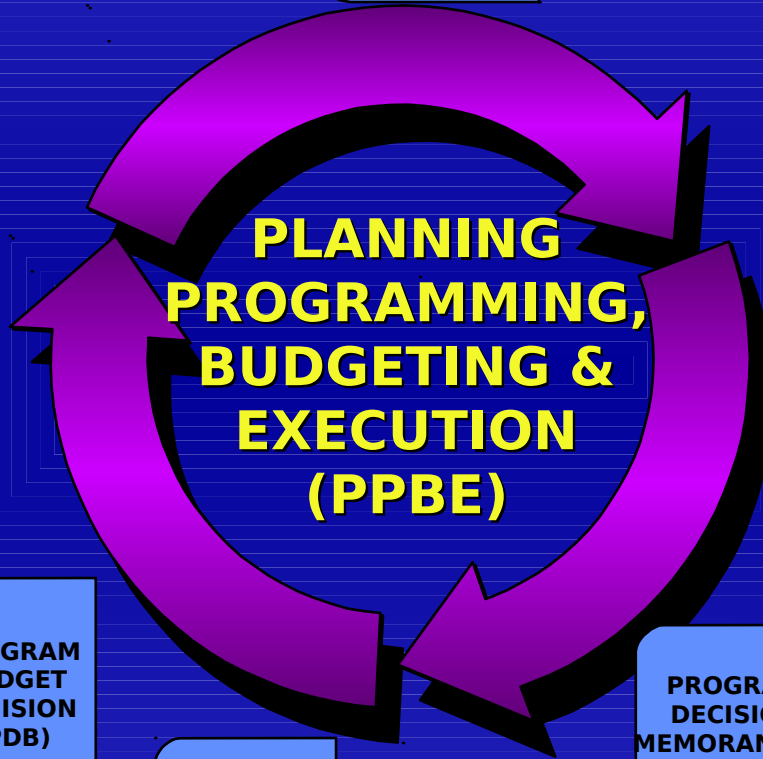
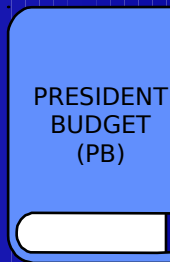
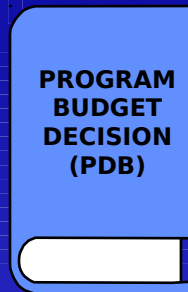
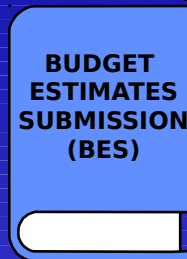
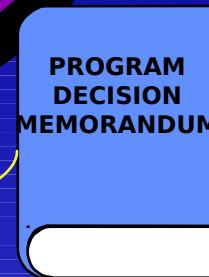
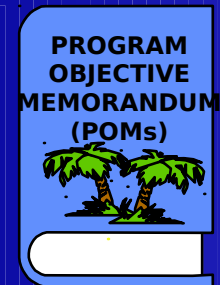
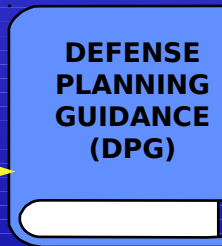
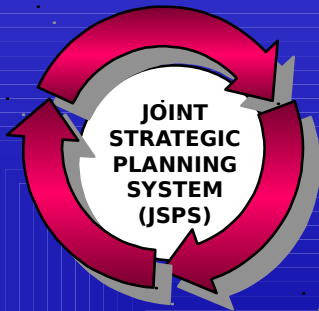
**JOINT
PLANNING
DOCUMENT
(JPD)**

JOINT PLANNING DOCUMENT (JPD)

DEFINITION:

- **Multi-part JPD reflects the Chairman's planning guidance and recommendations to the SecDef, based on the JSR, NMS, and**
 - It's intended to furnish insight on CJCS priorities in development of FYDP.
 - Represents the earliest formal, authoritative planning and programmatic advice from the Chairman to the SecDef.
 - JPDs are published as stand-alone documents addressing specific functional areas.
 - Information used to develop the SecDef's Defense Planning Guidance (DPG) in the PPBE.







PLANNING, PROGRAMMING, BUDGETING & EXECUTION (PPBE) PROCESS

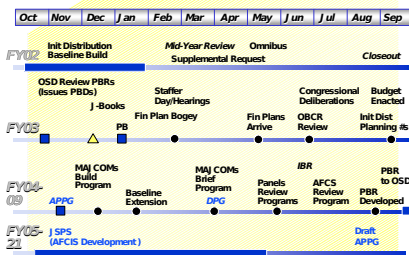
DEFINITION:

- DoD resource allocation process, controlled by the SecDef, used to establish, maintain, and revise the FYDP and DoD portion of the President's Budget.

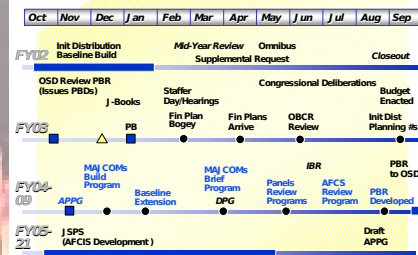
PURPOSE:

Objective of the PPBE is to provide the Combatant Commanders with the best mix of forces, equipment, and support attainable within resource constraints

Planning



Programming



The PPBE Carrouse

FY-05

FY-04

FY-03

FY-02

FY04 DPG

FY02 DPG

FY03 P

FY02 PB

FY02BES

FY04 POM

FY03POM

FY03 DPG

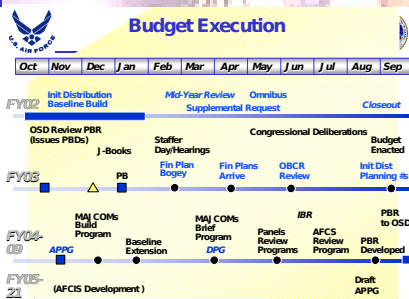
FY02 PDM

FY04 DPG

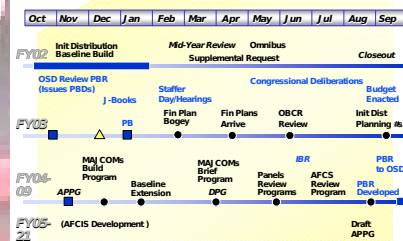
FY02 PBD

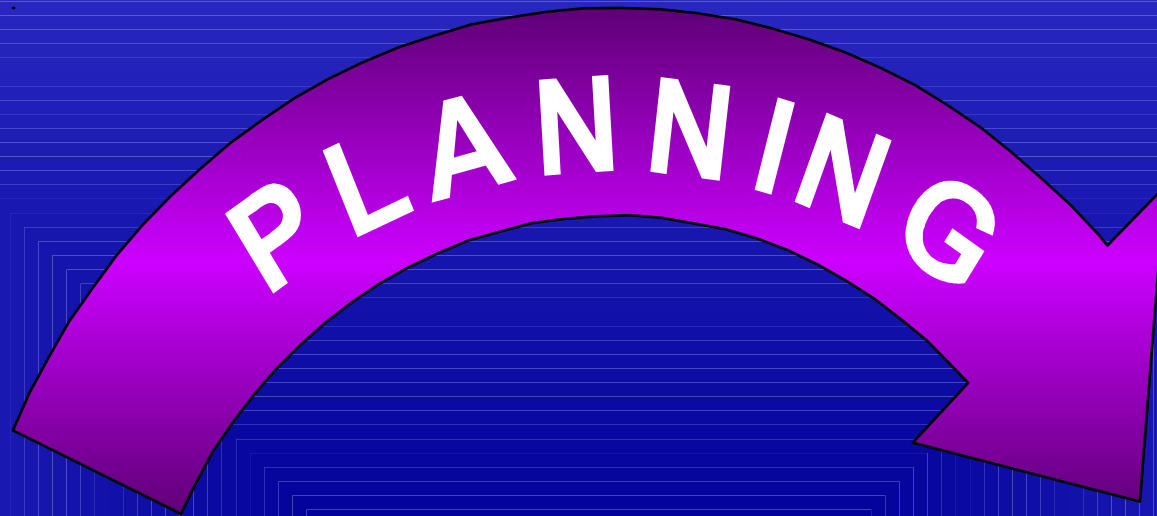
FY04PB

FY03 BES



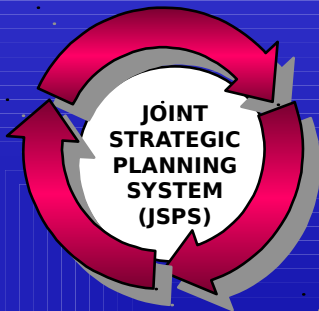
Budgeting



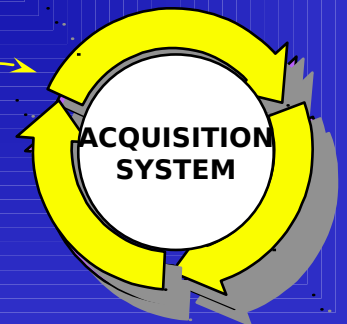
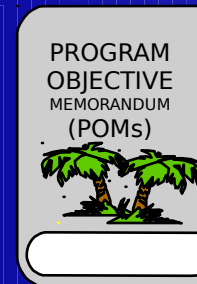
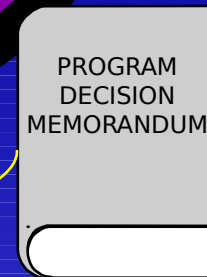
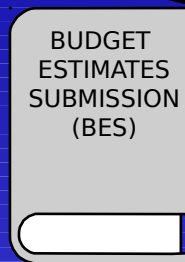
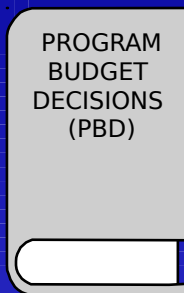
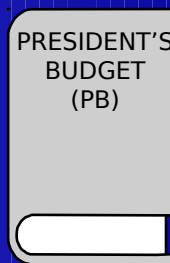
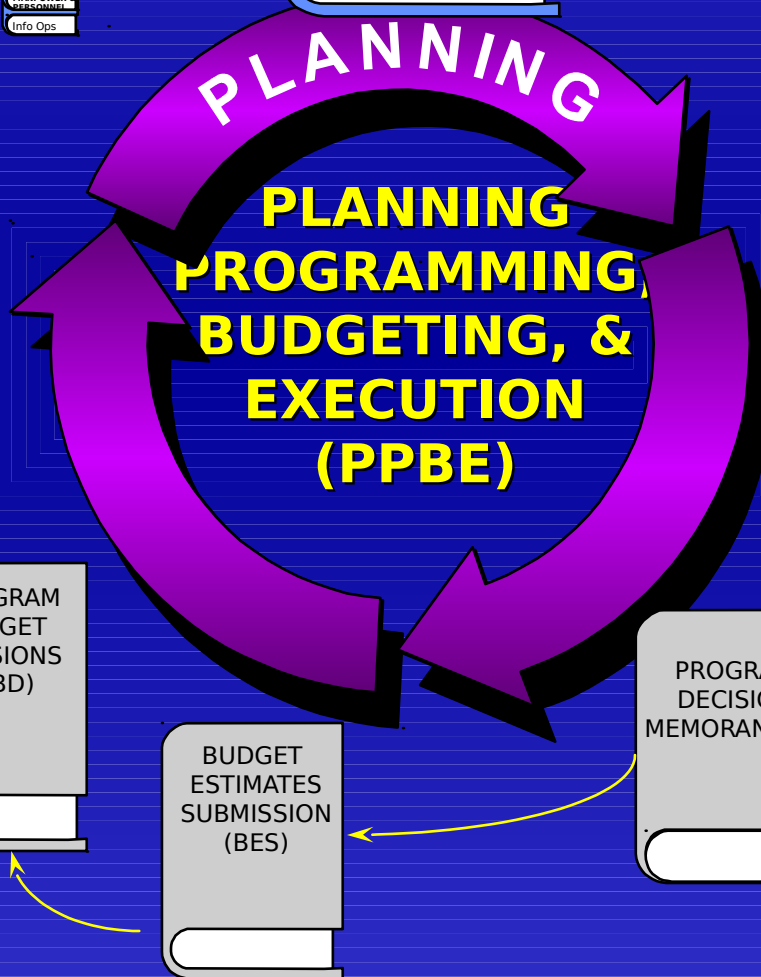
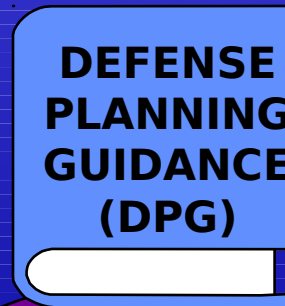


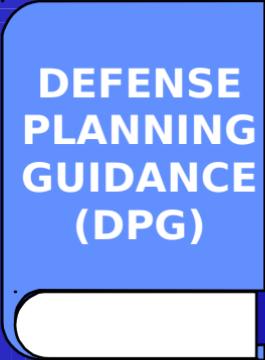
Objective:

- Identify the threats to national security
- Develop strategy to meet national objectives
- Determine total forces to carry out strategy and counter threat



JOINT PLANNING DOCUMENT (JPD)
Manpower
Joint Read
C4 SYSTEMS
WMD
ISR
MANPOWER & PERSONNEL
Info Ops





**DEFENSE
PLANNING
GUIDANCE
(DPG)**

DEFENSE PLANNING GUIDANCE (DPG)

DEFINITION:

- **The DPG issues guidance from the SecDef to the MilDeps for development of the MilDep's Program Objective Memorandum**
 - **Contains major planning issues, decisions, strategy, and policy.**
 - **Fiscally constrained**
 - **Major link between the JSPS and PPBE**
 - **Ends the "planning cycle."**

Note: The DPG may be replaced with the Strategic Planning Guidance and the Joint Programming Guidance (JPG)

FY-04 DPG Example

Most of the DPG is
classified



Guidance can be
fairly specific



- (U) Giving priority to investments that have the greatest and most immediate return on improving quality of life for service members and their families.

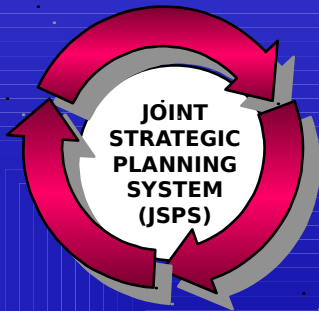
(U) To accomplish these objectives it will be necessary to take more risk on restoration and modernization of facilities that are less critical to early generation of combat power.

- (U) BRAC. The Military Departments will plan and program analytic resources to support the 2005 BRAC round and establish a methodology to reinvest savings into funding implementation.
- (U) Facilities Sustainment, Restoration and Modernization. By September 1, 2002, the USD(AT&L) will lead a DoD-wide process to define a common standard for facility recapitalization that includes the impact of both recapitalization and sustainment. By FY2007, Components will achieve a 67-year recapitalization rate using that metric. Components will target this recapitalization investment with the goal of restoring the readiness of existing facilities to at least C-2 status, on average, by the end of FY2010. Restoration efforts, when combined with normal service-life-based modernization investments, may temporarily drive the overall recapitalization rate below 67 years.
- (U) Concentrate restoration and modernization funding in advance of BRAC on C-3 and C-4 facilities most critical to early generation of combat power in support of the warfighter. For these and all other facilities, fund sustainment throughout the FYDP to the benchmarks defined by the standard DoD Facilities Sustainment Model.
- (U) Chemical Demilitarization. The USD(AT&L), in collaboration with the Army, will prepare alternatives to be considered in the Program/Budget Review for acceleration of the Chemical Demilitarization process for obsolete stocks.

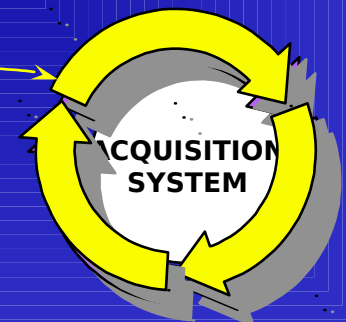
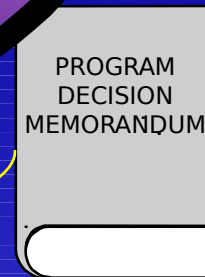
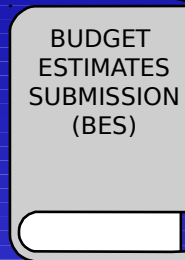
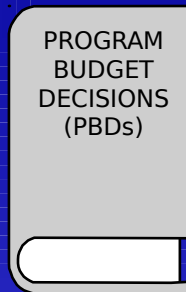
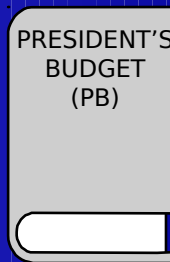
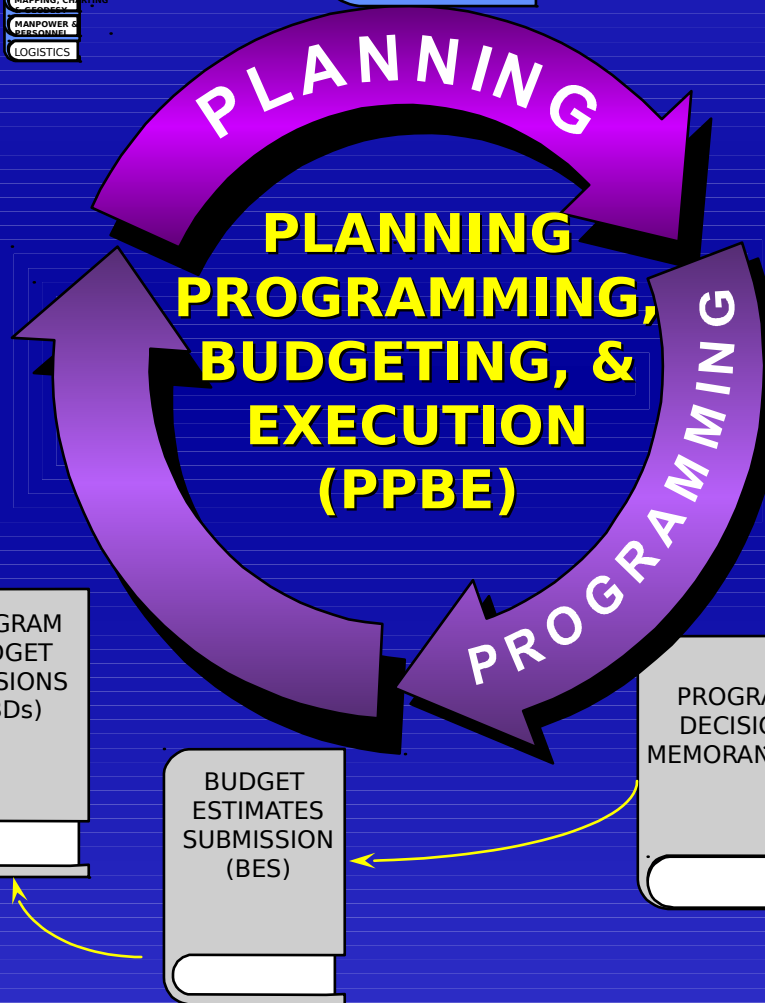
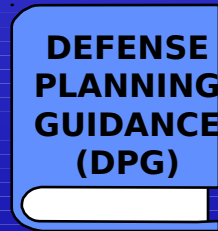


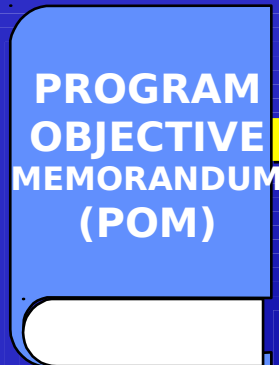
OBJECTIVE:

Structure the resources (combat and support forces) to achieve the National Objectives stated in the DPG



JOINT PLANNING DOCUMENT (JPD)	
INTELLIGENCE	PLANNING
NUCLEAR	PLANNING
C4 SYSTEMS	PLANNING
FUTURE CAPABILITY	PLANNING
MAPPING, CHARTING	PLANNING
MANPOWER & PERSONNEL	PLANNING
LOGISTICS	PLANNING

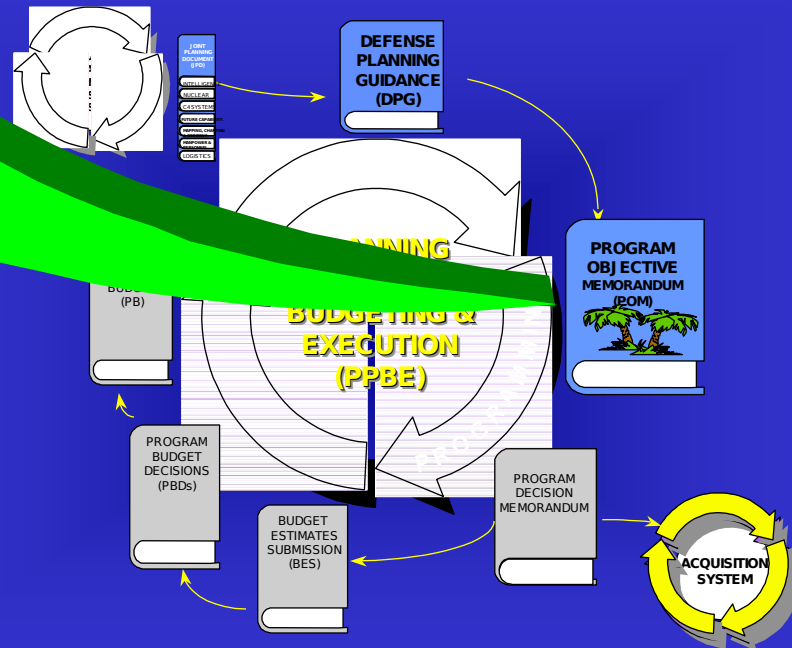
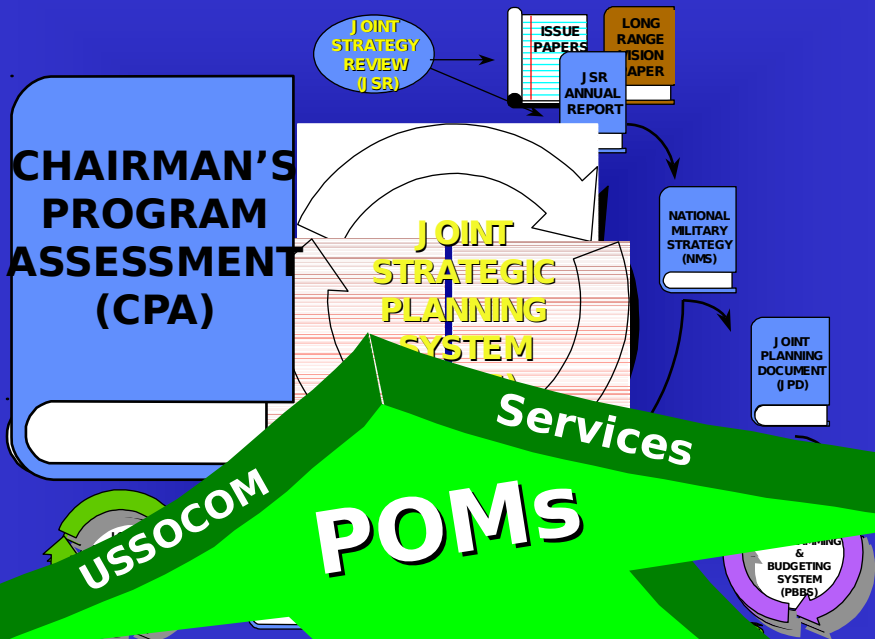


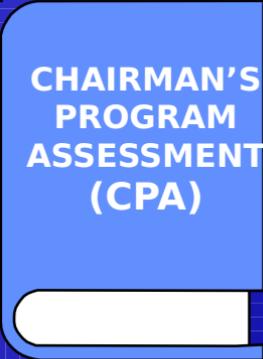


PROGRAM OBJECTIVE MEMORANDUM (POM)

DEFINITION:

- **The POM expresses total Services' program requirements covered in the DPG**
 - Based on strategic concepts and guidance in the DPG
 - They identify major issues that must be resolved
 - Include annexes to show how POM reflects the Combatant Commanders' needs



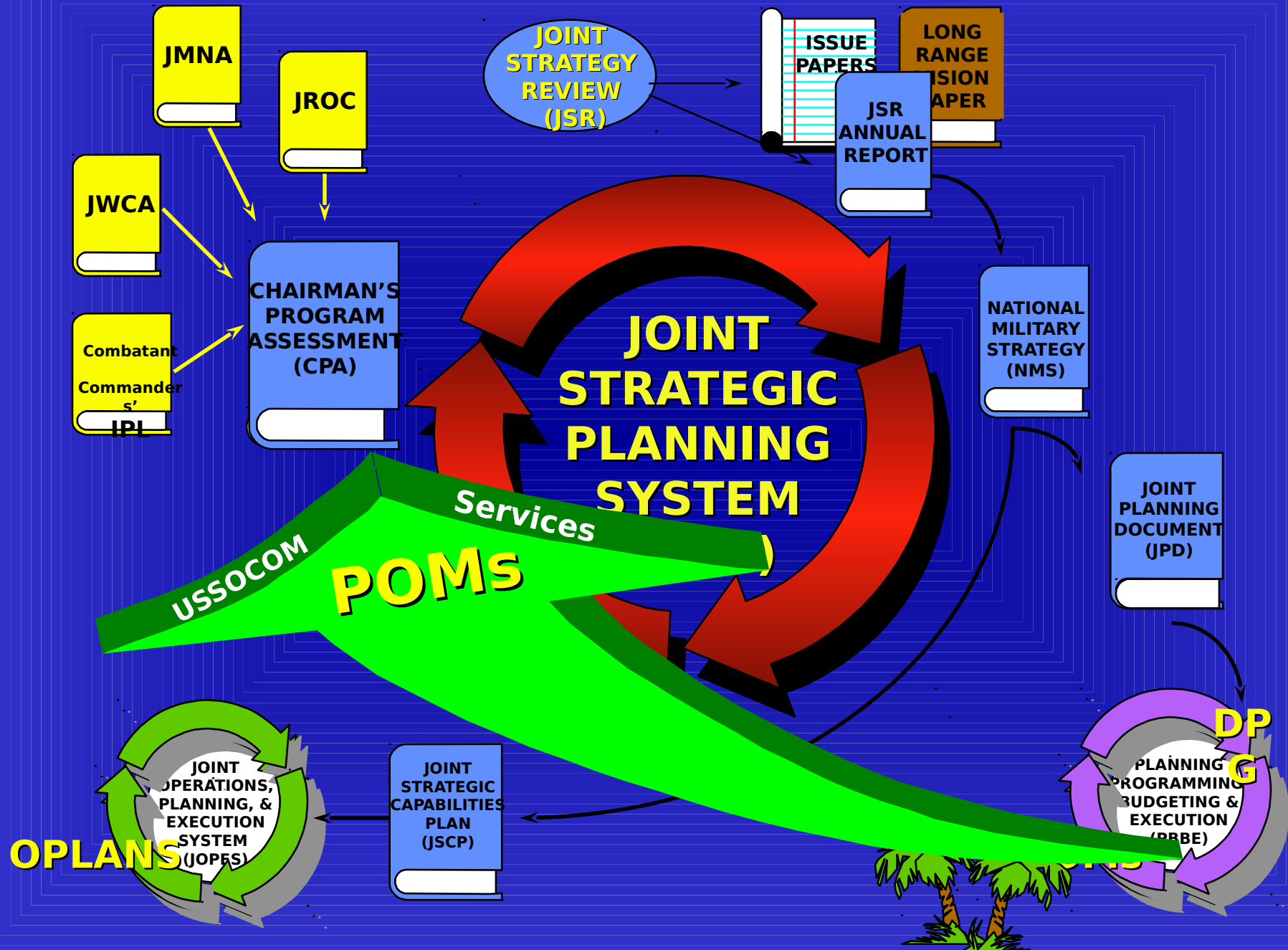


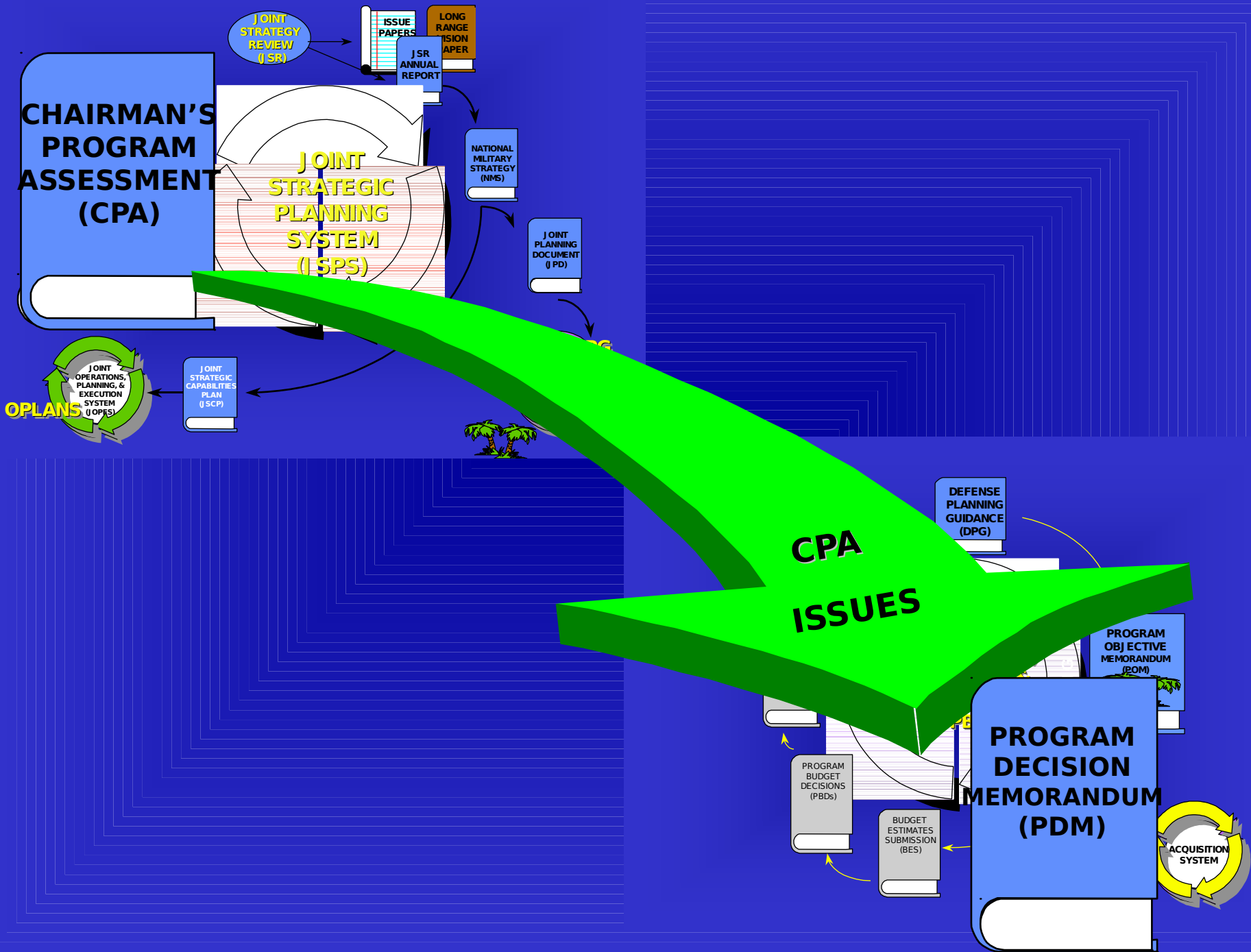
**CHAIRMAN'S
PROGRAM
ASSESSMENT
(CPA)**

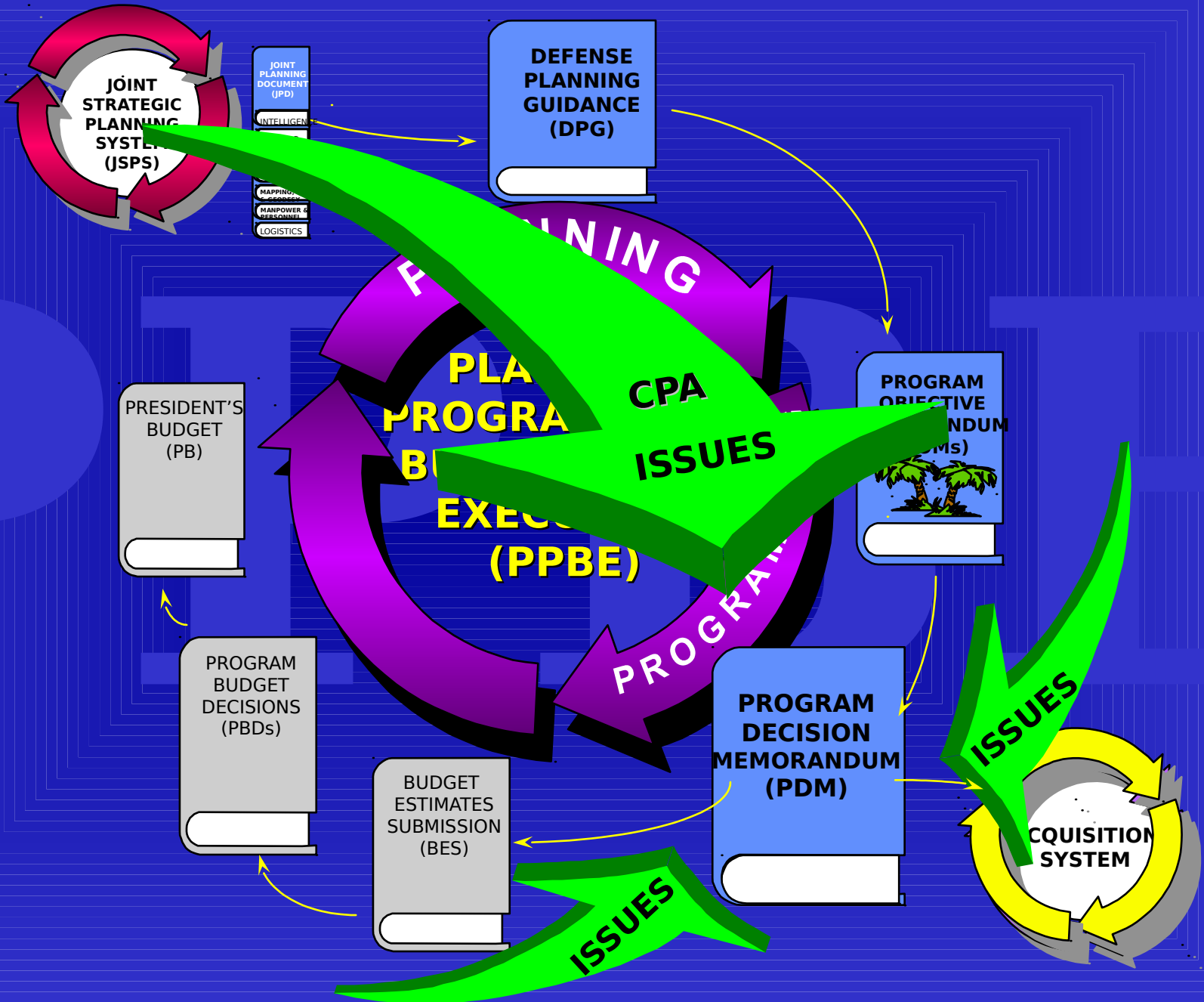
CHAIRMAN'S PROGRAM ASSESSMENT (CPA)

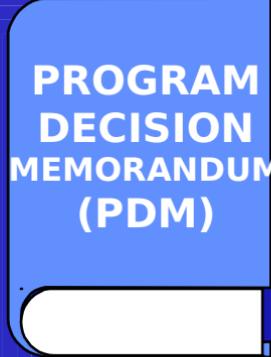
DEFINITION:

- **The CPA is an assessment of how well the POMs submitted by MilDeps, USSOCOM, and Defense agencies conform to national military priorities and strategic guidance.**
- **Summarizes the views of the CJCS on the balance of capabilities of the POM force and the support levels required to attain US national security objectives.**
- **Services, unified commands, Defense agencies, and Joint Staff involved throughout the process.**









**PROGRAM
DECISION
MEMORANDUM
(PDM)**

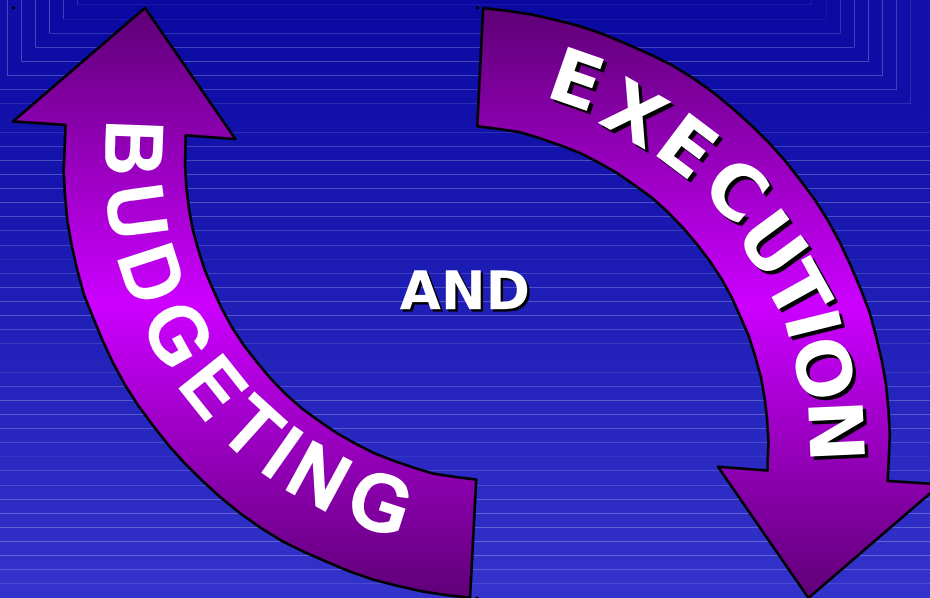
PROGRAM DECISION MEMORANDUM (PDM)

DEFINITION:

- The PDM is the culmination of issues resolution, and formally documents program decisions and force structure.
 - Contains and addresses the concerns of the Chairman in the CPA
 - Addresses & resolves the concerns (issues) of the OSD, Joint Staff, Combatant Commanders, and Services.
 - SecDef's final decision on POM proposals.
 - Ends the "programming cycle."

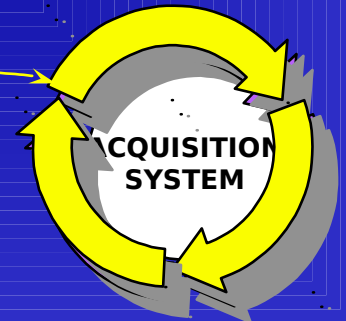
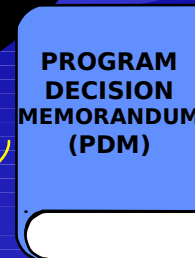
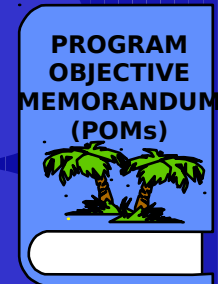
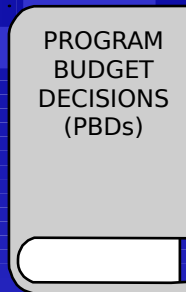
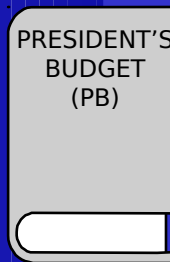
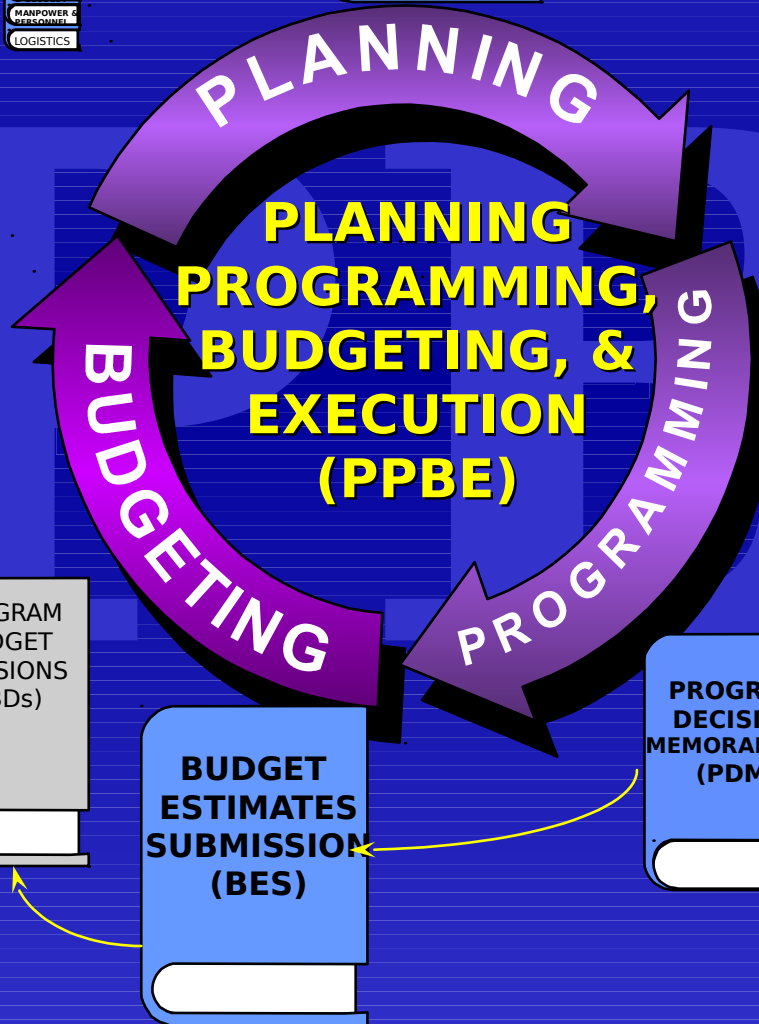
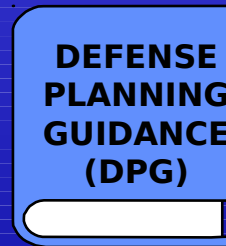
Objective:

- Update the approved programs from the programming phase
- Check approved programming phase to see if they are executable.
- Establish final program costs.
- Incorporate the PDM and the FYDP into the President's Budget
- Upon Congressional approval, *execute* the budget





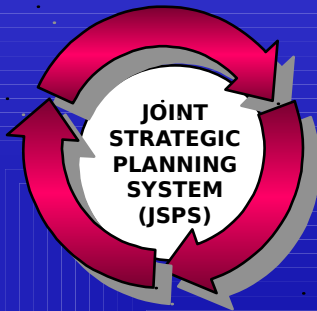
JOINT PLANNING DOCUMENT (JPD)	
INTELLIGENCE	
NUCLEAR	
C4 SYSTEMS	
FUTURE CAPABILITY	
MAPPING, CHARTING	
MANPOWER & PERSONNEL	
LOGISTICS	



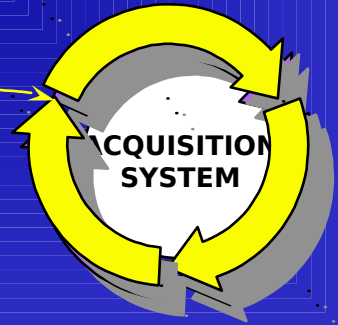
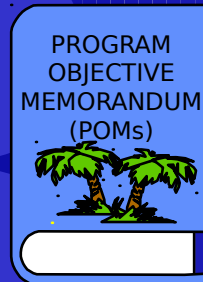
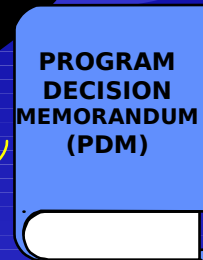
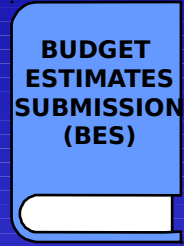
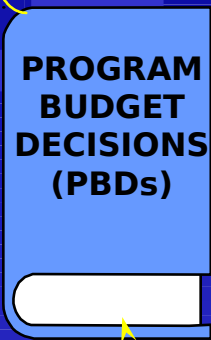
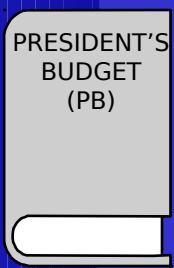
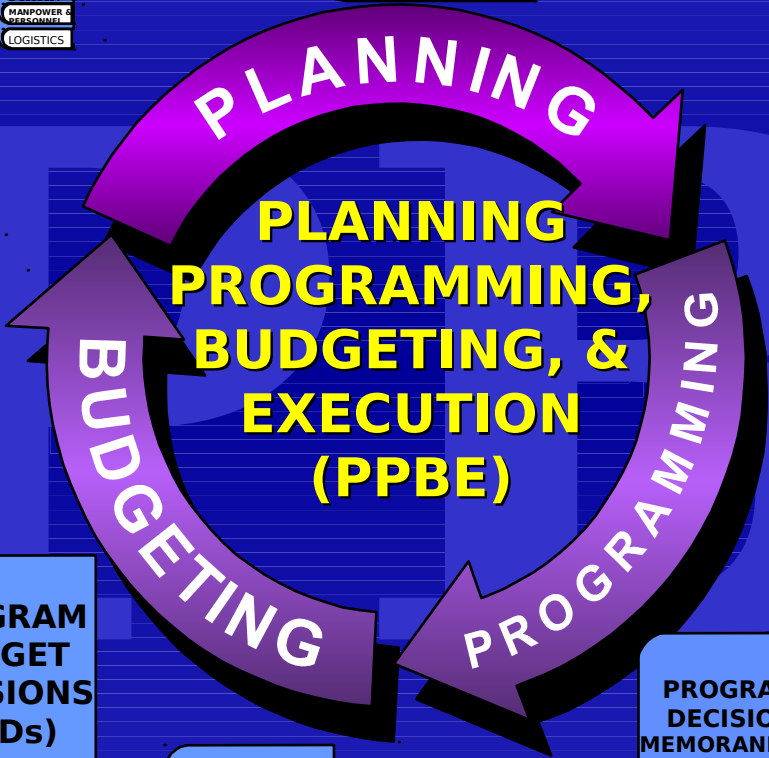
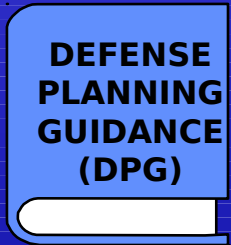
BUDGET ESTIMATE SUBMISSION (BES)

DEFINITION:

- Derived from the POM and PDM, **represents the MiLDeps' estimated costs of the PDM approved programs.**
 - A “re-costing” of the POM, as modified by the PDM
 - Concentrates on the first two years of the POM



JOINT PLANNING DOCUMENT (JPD)	
INTELLIGENCE	
NUCLEAR	
C4 SYSTEMS	
FUTURE CAPABILITY	
MAPPING, CHARTING	
MANPOWER & PERSONNEL	
LOGISTICS	



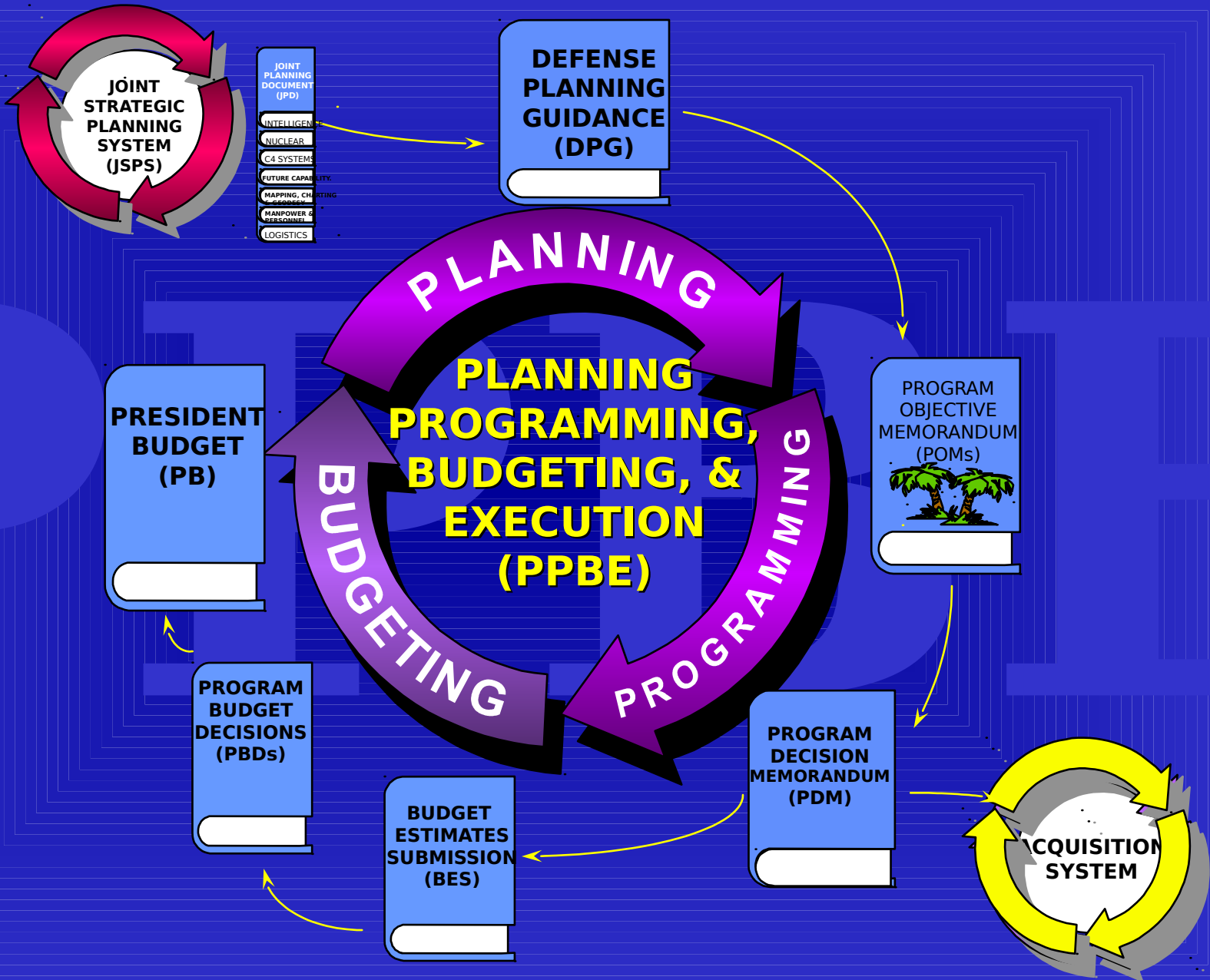


PROGRAM
BUDGET
DECISION
(PBD)

PROGRAM BUDGET DECISIONS (PBD)

DEFINITION:

- The PBDs represent the SecDef's decision on, and *approval of*, **Services' budget** that will be incorporated in the President's B
- Derived from the BES and major budget issues



**PRESIDENT'S
BUDGET
(PB)**

PRESIDENT'S BUDGET (PB)

DEFINITION:

- The President's Budget includes the SecDef's Defense Budget is submitted to Congress in January.
- Marks the end of the Budgeting Phase of PPBE



Signing of the Defense Budget

**Congressional
Resolution, Authorization &
Appropriation**

**DoD Allocates
to Services**

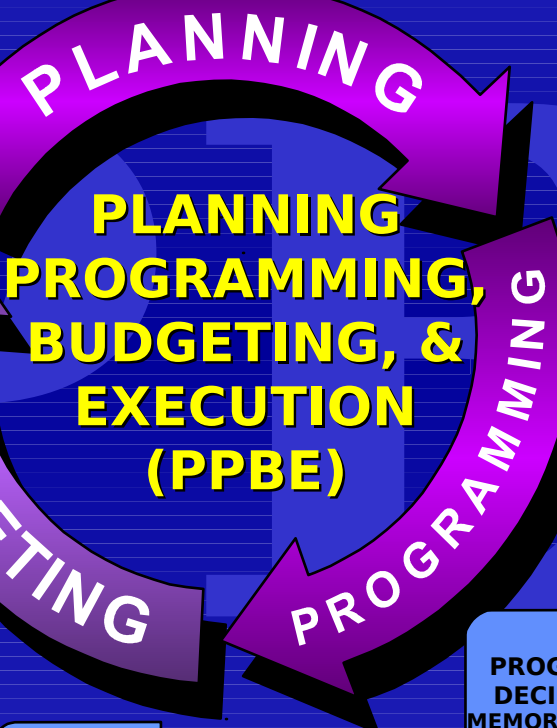
**Includes
SecDef's
budget and
is submitted to
Congress.**

**E
X
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**Services
Obligate**

Feedback

**DEFENSE
PLANNING
GUIDANCE
(DPG)**



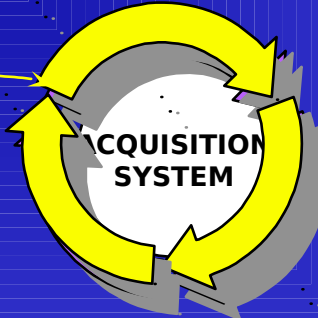
**PRESIDENT
BUDGET
(PB)**

**PROGRAM
OBJECTIVE
MEMORANDUM
(POMs)**

**PROGRAM
BUDGET
DECISIONS
(PBDs)**

**PROGRAM
DECISION
MEMORANDUM
(PDM)**

**BUDGET
ESTIMATES
SUBMISSION
(BES)**





JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

- JSPS is the formal means for the CJCS to carry out his statutory responsibilities, give strategic plans and direction to the Armed Forces of the United States, and provide advice and assistance to the SecDef.

PURPOSE:

- Interacts with other DOD systems.
- Provides means for CJCS to:
 - review National security environment
 - evaluate the threat
 - assess current strategy and propose new military strategy
 - advise the SecDef on programs and forces to achieve national objectives
 - direct development of strategic plans
 - review existing or proposed programs and budgets
 - evaluate capabilities and assess the program and budget -- propose



JOINT STRATEGIC PLANNING SYSTEM (JSPS)

DEFINITION:

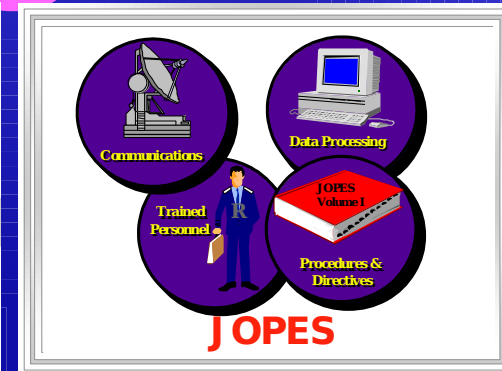
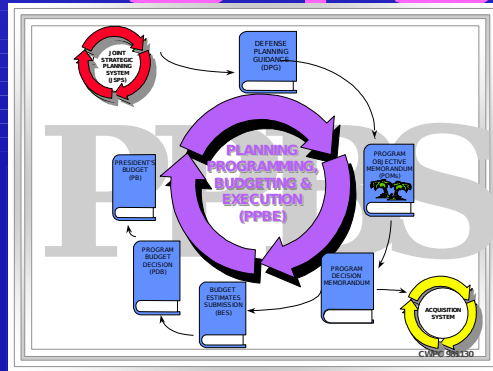
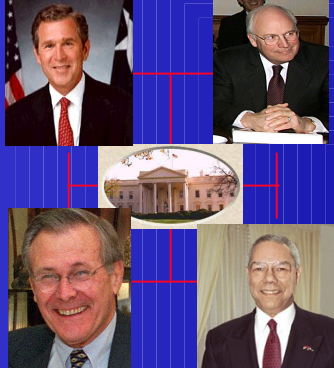
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National Security Council Systems

System	Function
NSCS	National Security Planning, Programming, and Budgeting & Execution process
PPBE	Joint Strategic Planning System
JSPS	Joint Operation Planning & Execution System

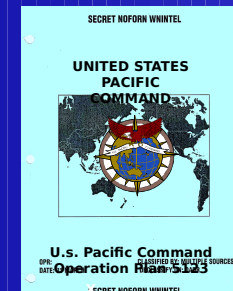
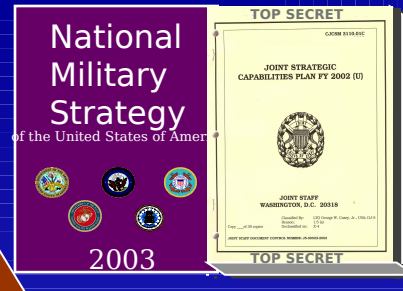
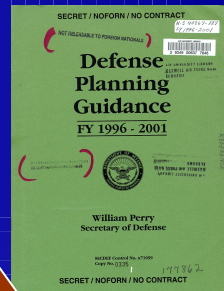
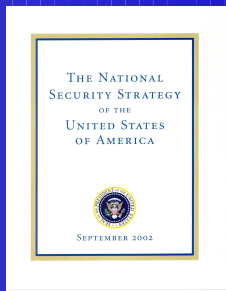


Defeat global terrorism; prevent attacks against the US and its allies

**Dissuade
Adversaries; Deter
Expression; Defeat enemies**

Military “Development Strategy Plans”

“Military Capability”



“TRANSLATE NATIONAL OBJECTIVES INTO MILITARY CAPABILITIES”



JOINT STRATEGIC PLANNING SYSTEM (JSPS)

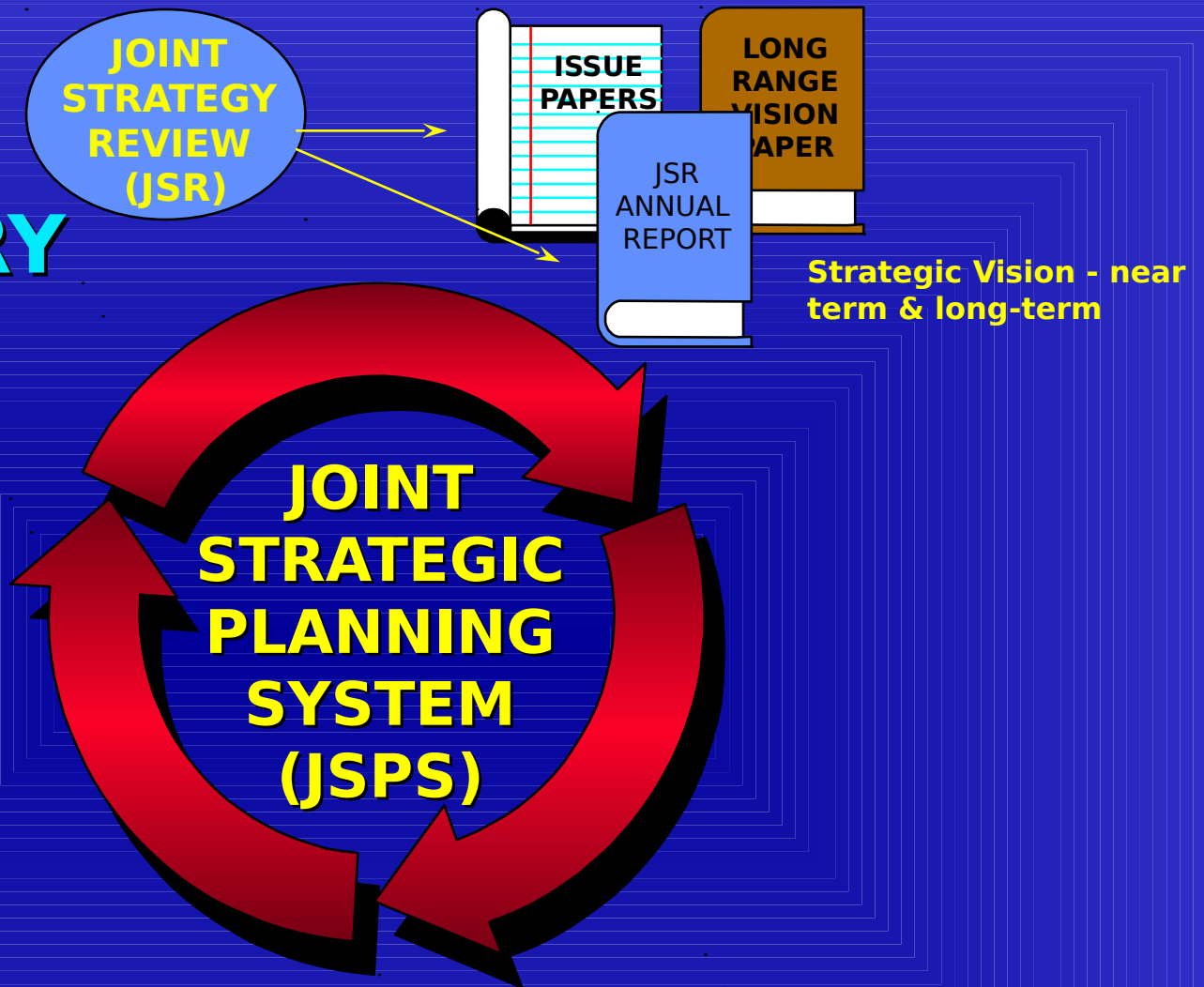
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SUMMARY





JOINT STRATEGIC PLANNING SYSTEM (JSPS)

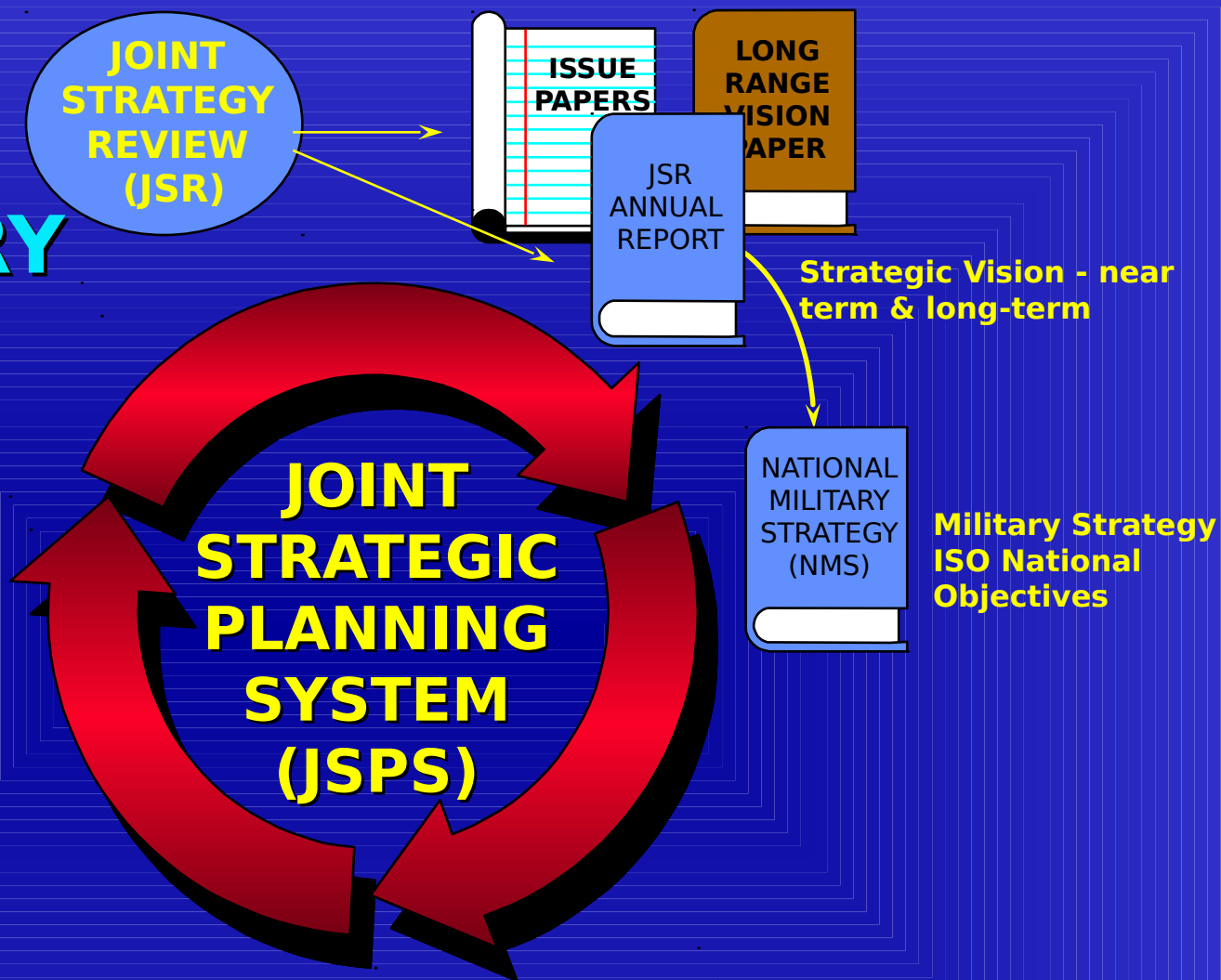
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SUMMARY





JOINT STRATEGIC PLANNING SYSTEM (JSPS)

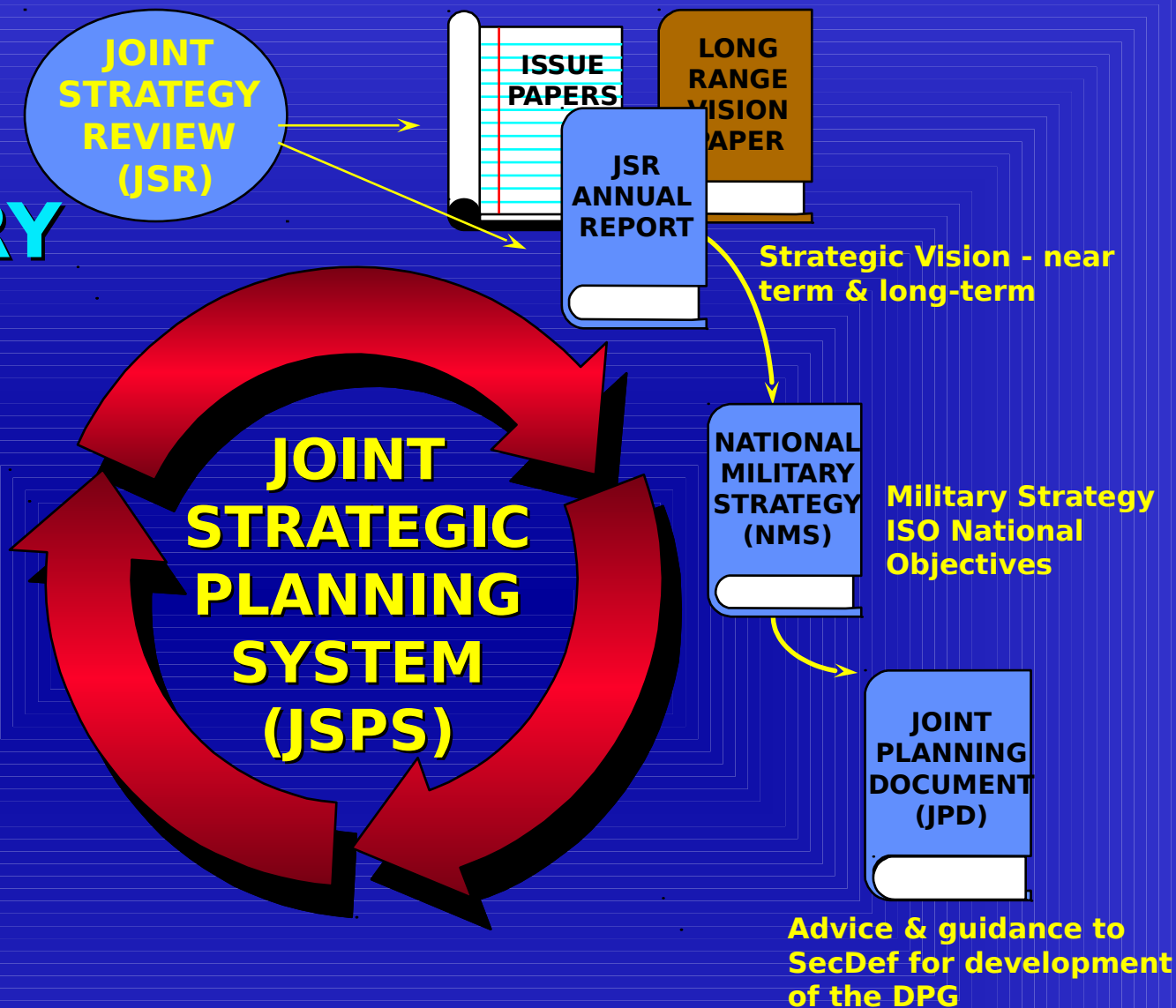
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SUMMARY





JOINT STRATEGIC PLANNING SYSTEM (JSPS)

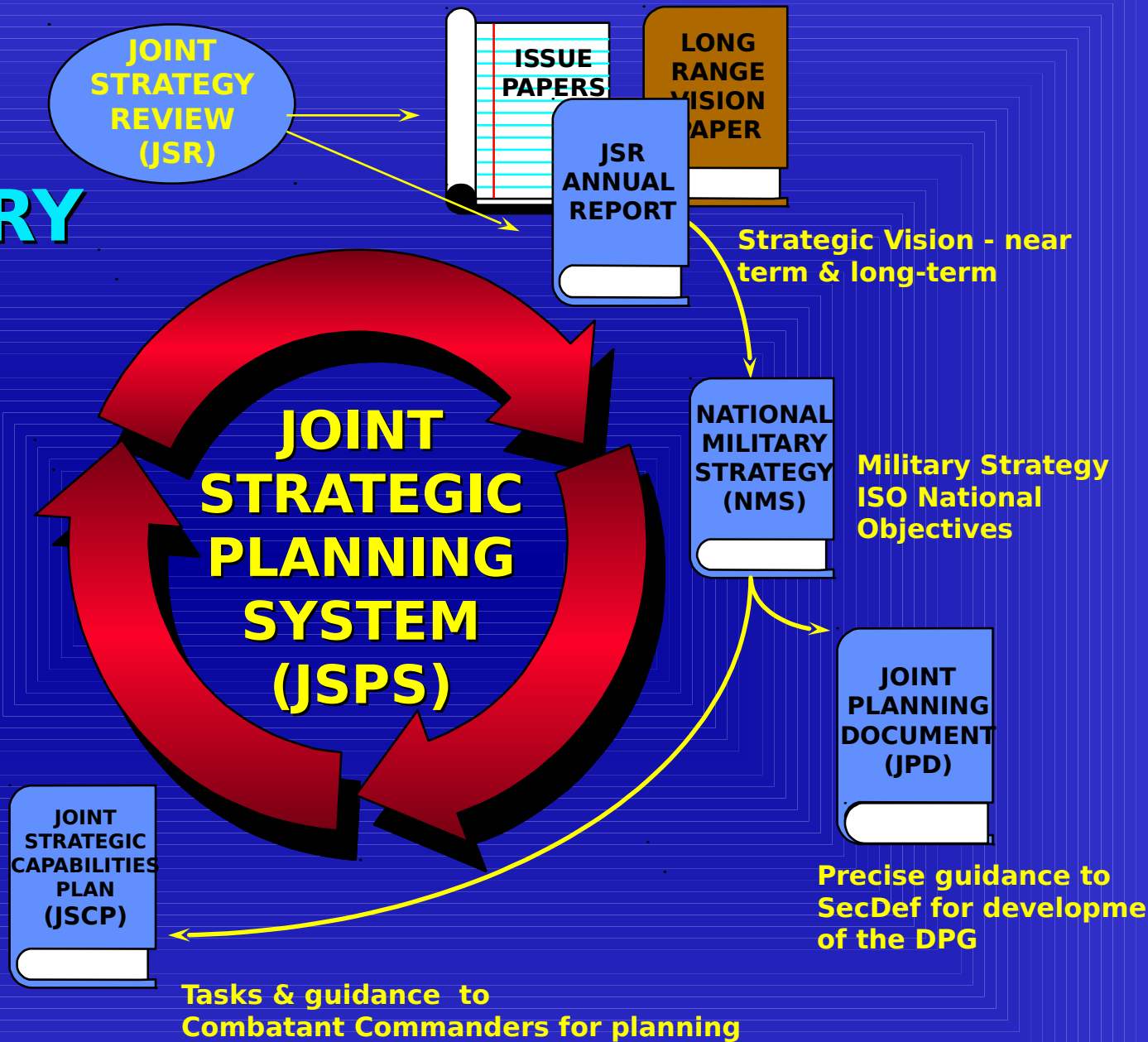
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SUMMARY





JOINT STRATEGIC PLANNING SYSTEM (JSPS)

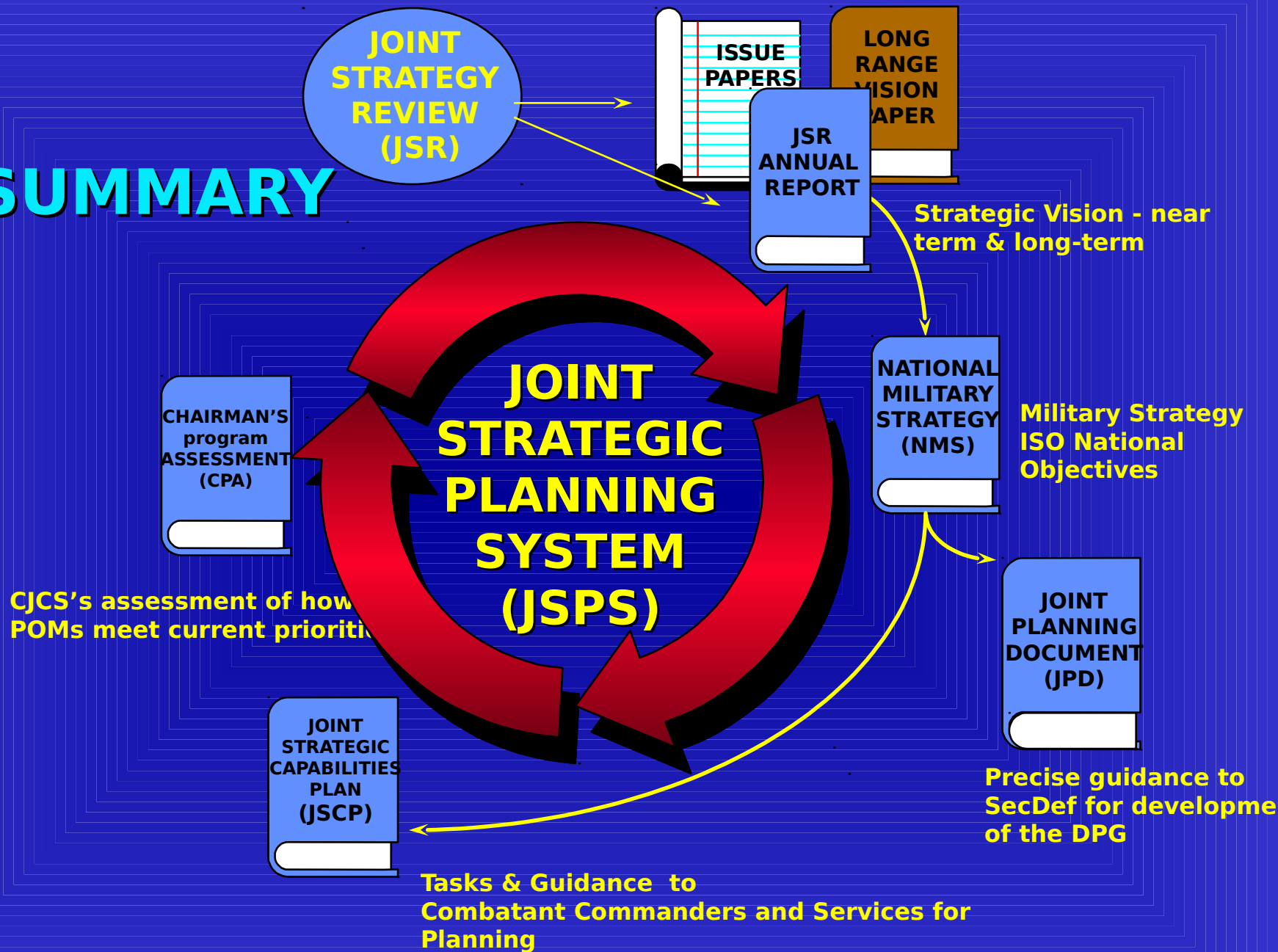
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SUMMARY





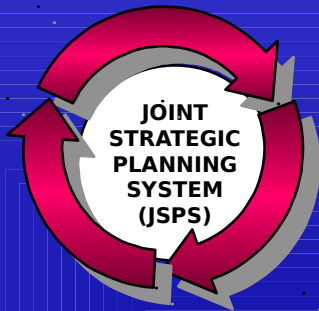
PLANNING, PROGRAMMING, BUDGETING, & EXECUTION (PPBE) PROCESS

DEFINITION:

- DoD resource management system, controlled by the SecDef, used to establish, maintain, and revise the FYDP and DoD portion of the President's Budget.

PURPOSE:

Objective of the PPBE is to provide the Combatant Commanders the best mix of forces, equipment, and support attainable within constraints



**DEFENSE
PLANNING
GUIDANCE
(DPG)**

Guidance from the SecDef to the
Combatant Commanders and Service
on development of the Service POM
ends Planning Phase

**PLANNING
PROGRAMMING,
BUDGETING, &
EXECUTION
(PPBE)**

**PRESIDENT
BUDGET
(PB)**

**PROGRAM
OBJECTIVE
MEMORANDUM
(POMs)**

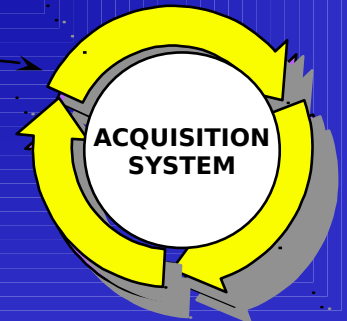


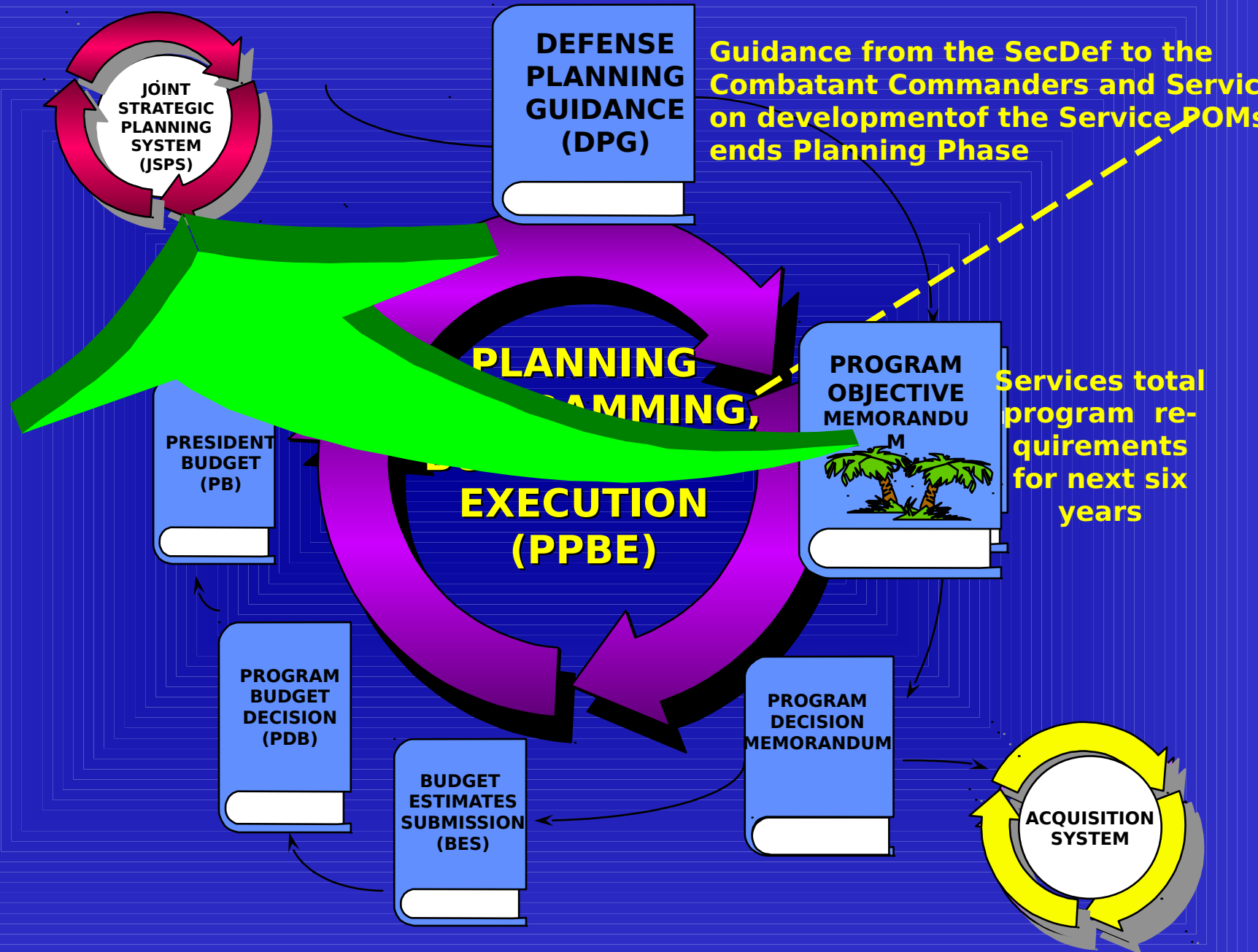
**PROGRAM
BUDGET
DECISION
(PDB)**

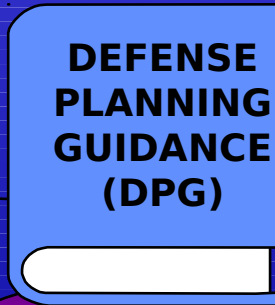
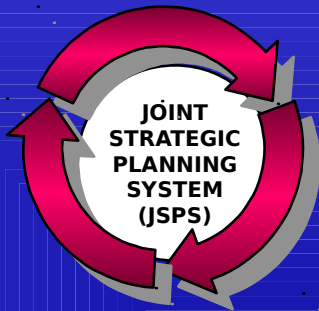
**PROGRAM
DECISION
MEMORANDUM**

**BUDGET
ESTIMATES
SUBMISSION
(BES)**

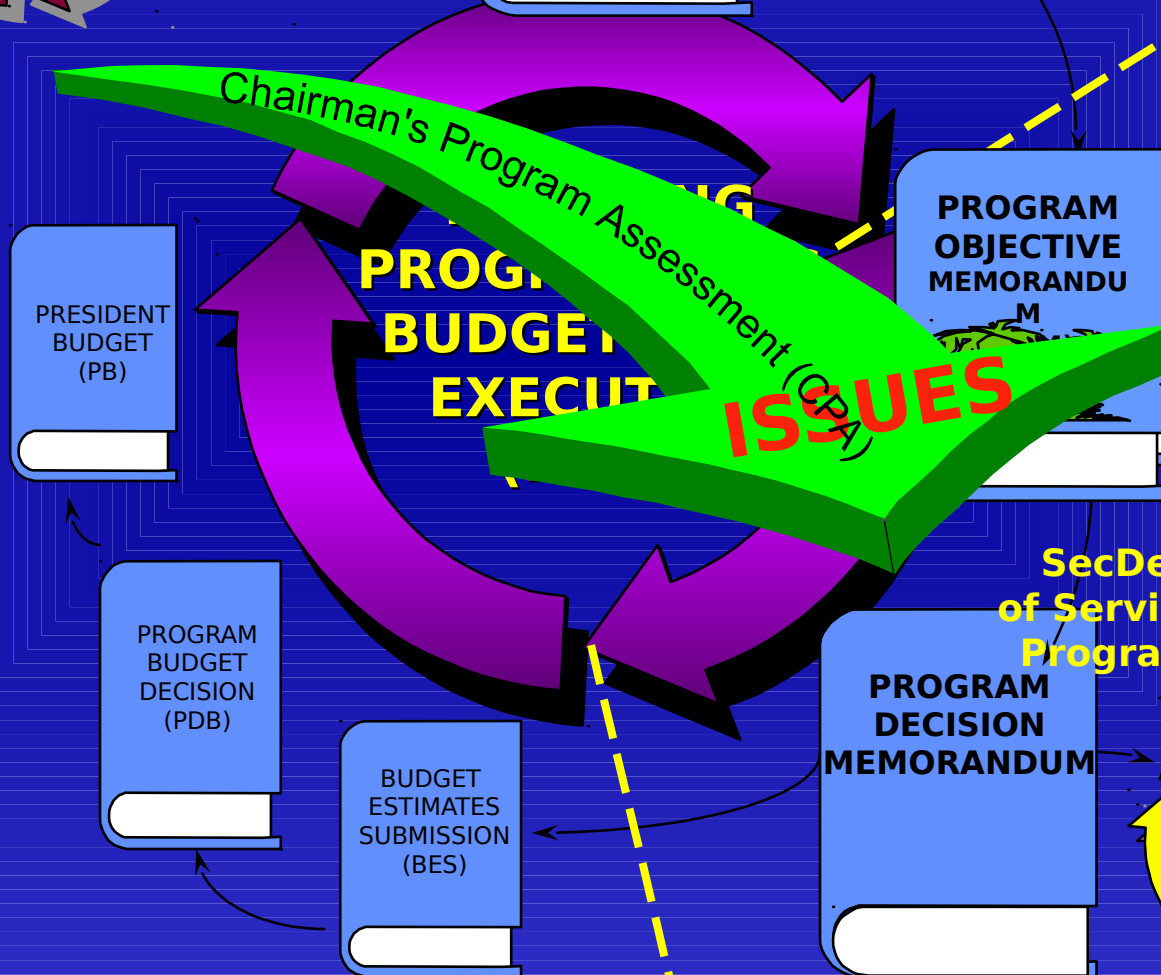
**ACQUISITION
SYSTEM**





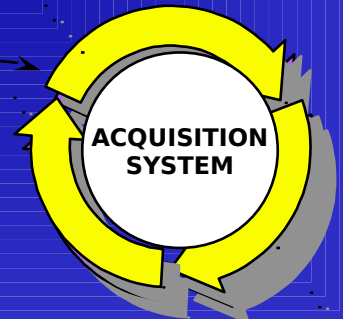


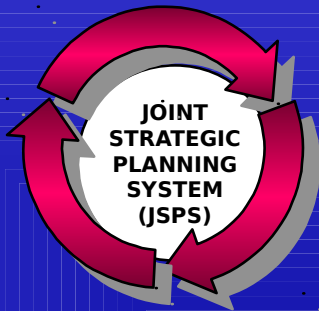
Guidance from the SecDef to the Combatant Commanders and Service on development of the Service POMs ends Planning Phase



Services total program requirements for next six years

SecDef's approval of Service POMs; ends Programming Phase





**DEFENSE
PLANNING
GUIDANCE
(DPG)**

Guidance from the SecDef to the Combatant Commanders and Service on development of the Service POMs ends Planning Phase

**PLANNING
PROGRAMMING,
BUDGETING, &
EXECUTION
(PPBE)**

**PRESIDENT
BUDGET
(PB)**

**PROGRAM
OBJECTIVE
MEMORANDU
M**

Services total program requirements for next six years

**PROGRAM
BUDGET
DECISION
(PDB)**

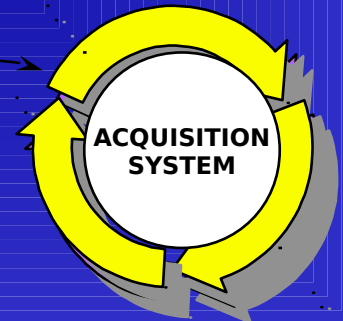
SecDef's approval of Service POMs; ends Programming Phase

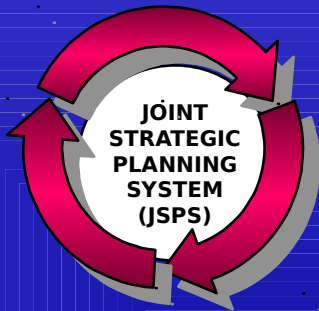
**PROGRAM
DECISION
MEMORANDUM**

**BUDGET
ESTIMATES
SUBMISSION
(BES)**

Budget submission to OSD in preparation of President's Budget

**ACQUISITION
SYSTEM**





**DEFENSE
PLANNING
GUIDANCE
(DPG)**

**Guidance from the SecDef to the
Combatant Commanders and Services
on development of the Service POMs
ends Planning Phase**

**PLANNING
PROGRAMMING,
BUDGETING, &
EXECUTION
(PPBE)**

**PRESIDENT
BUDGET
(PB)**

**SecDef's approval
of Services' budget
submission**

**PROGRAM
BUDGET
DECISION
(PDB)**

**Budget submission to OSD in
preparation of President's Budget**

**BUDGET
ESTIMATES
SUBMISSION
(BES)**

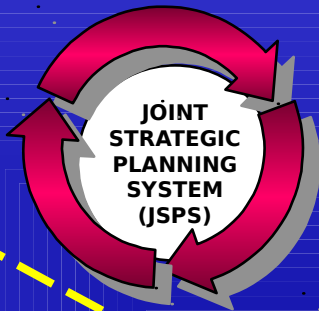
**PROGRAM
OBJECTIVE
MEMORANDU
M**

**Services total
program re-
quirements
for next six
years**

**SecDef's approval
of Service POMs; ends
Programming Phase**

**PROGRAM
DECISION
MEMORANDUM**

**ACQUISITION
SYSTEM**



DEFENSE PLANNING GUIDANCE (DPG)

Guidance from the SecDef to the Combatant Commanders and Service on development of the Service POMs ends Planning Phase

PLANNING PROGRAMMING, BUDGETING, & EXECUTION (PPBE)

PRESIDENT'S BUDGET (PB)

Includes SecDef's budget and is submitted to Congress. Ends Budgeting Phase

PROGRAM OBJECTIVE MEMORANDUM

Services total program requirements for next six years

PROGRAM BUDGET DECISION (PDB)

SecDef's approval of Services' budget submission

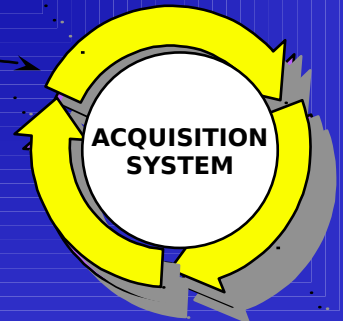
BUDGET ESTIMATES SUBMISSION (BES)

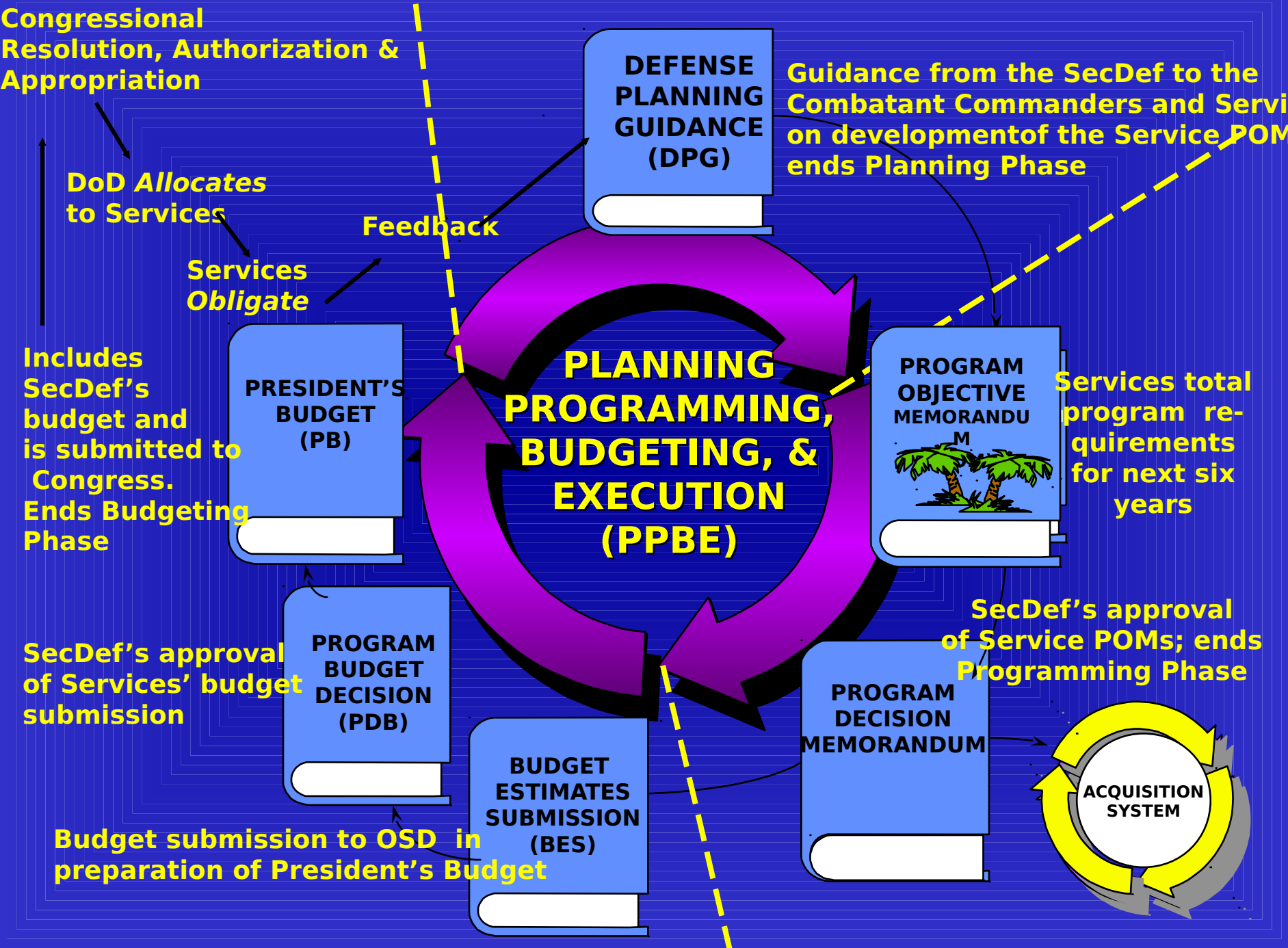
Budget submission to OSD in preparation of President's Budget

PROGRAM DECISION MEMORANDUM

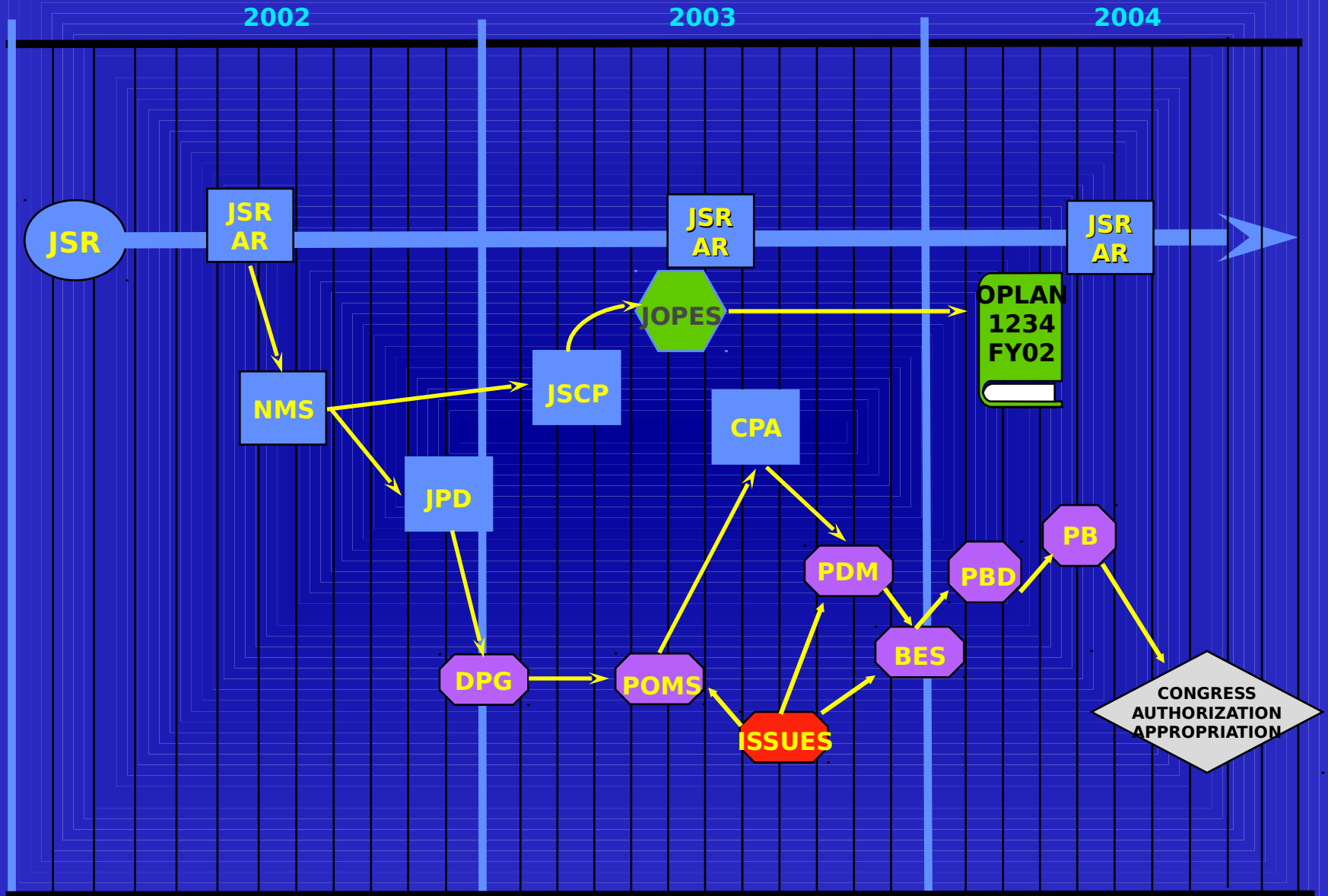
SecDef's approval of Service POMs; ends Programming Phase

ACQUISITION SYSTEM

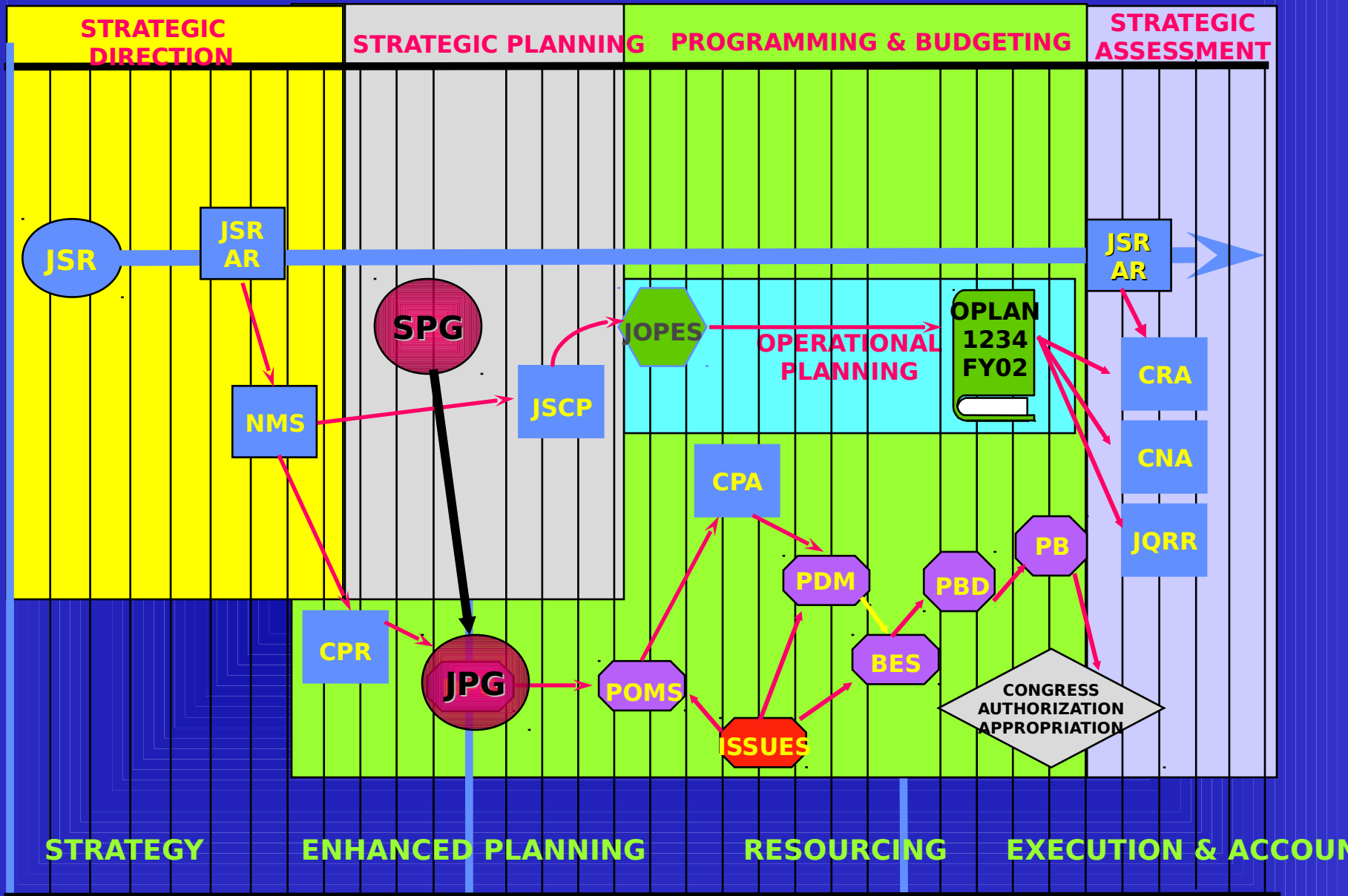




DOD PLANNING SYSTEMS RELATIONSHIPS



JSPS & THE JOINT DEFENSE CAPABILITIES PROCESS

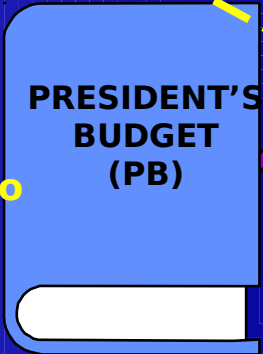




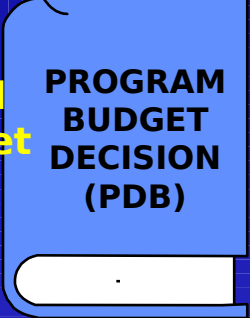
FY03
ADD: "EXECUTION PROCESS" TO PPBS;
BECOMES "PPBE"

For FY06 Budget:
REPLACE DPG WITH:
STRATEGIC PLANNING GUIDANCE (SPG)
JOINT PROGRAMMING GUIDANCE (JPG)

Includes
SecDef's
budget and
is submitted to
Congress.



SecDef's approval
of Services' budget
submission



Budget submission to OSD
preparation of President's

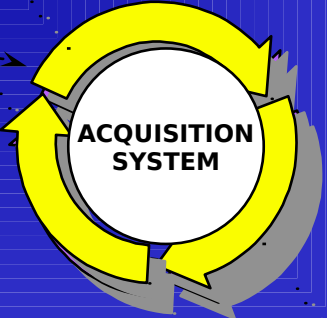
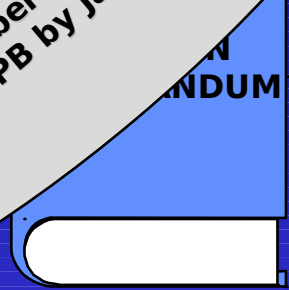
PLANNING
PROGRAMMING
BUDGETING
EXECUTION
(PPBE)

FY02
COMBINED: POM & BES
(Known as the "POM/BES" or "PBR")
Delivered in September by Services
Results in December are PDMs and PBDs
Into PB by January



Services total
program re-
quirements
for next six
years

SecDef's approval
of Service POMs; ends
Programming Phase



the
Services
POMs

**FY 04 Budget
Approved by Congress
Signed by the President
in Nov 03**

**FY 05 - 09
To OSD Aug 03**

FY



**BUDGETING
&
EXECUTION
(obligated)**

**PROGRAMMING
(FYDP)**

PLANNING



Questions ?

